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FIAS – 2020 – GS 2C/R

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ACADEMY

GENERAL STUDIES

Name Of Candidate	ANANYA SINGH		
Email Id.	[REDACTED]		Roll No. 1910059098
Mobile No.	[REDACTED]		Date: 11.01.2020

Time Allowed: Three Hours

Maximum Marks: 250

INDEX TABLE			INSTRUCTION	
Q. No.	Max. Marks	Marks Obtained	<p>1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet.</p> <p>2. There are TWELVE questions printed in ENGLISH, all questions are compulsory.</p> <p>3. The number of marks carried by a question/part is indicated against it.</p> <p>4. Answers must be written in the medium authorized in the admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided.</p> <p>5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off.</p> <p><i>Any specific messages for ForumIAS Mentors/Evaluators with respect to your copy? Write it here.</i></p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p>	
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Total Marks:				
Remarks:			Start Time	End Time
			Mode Of Examination :	Online <input type="checkbox"/> Offline <input type="checkbox"/>
			ECN CODE:	Evaluation Date:

Parameters	Excellent	Very Good	Good	Average	Poor	Very Poor
Language						
Structure						
Presentation						
Handwriting						
Content						
Attempt						

ADDITIONAL COMMENTS



PART - A

Q.1) "Values are the principles that guide judgement and behaviour". Is it relevant for a civil servant within public service framework? Justify. (10 Marks, 150 Words)

Values are abstract ideals that determine our code of conduct. Civil servants must internalise values of compassion, empathy, integrity, etc.

Relevance of values for civil servants

For efficient fulfillment of duty towards public welfare, following values are relevant, as said by Nolan Committee :

- Compassion - To empathise with common people & alleviate their sufferings.

Eg. District Collector of Nuapada, Odisha treks several kms of Naxalite-infested areas to hear tribal grievances.

- Integrity - Soundness of moral principles even in compelling circumstances.

Eg. Metroman of India - E Shreedharan

refused to succumb to political pressures.

- Objectivity - taking decisions on merit rather than emotions.

Eg. Former CEC TN Seshan reinterpreted powers of EC to rein in political parties showing values of courage & objectivity.

- Empathy - feeling emotions of others & re-experiencing them within oneself.

Eg. DC of Kozhikode's Operation Sulaimani to feed hungry with dignity.

These and many more values of accountability, honesty, etc shape the attitude & behaviour of civil servants to fulfill dedication towards public service.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



b) What is the difference between Attitude and Aptitude? Which of the two is more important for leading a successful life? (10 Marks, 150 Words)

Attitude refers to the learned disposition of a person towards a person, object or situation.

Aptitude refers to the ability or competence of a person, naturally endowed or built over time. Eg. a naturally gifted voice, sports abilities built through training etc.

Both have their own importance.

Attitude without aptitude would not lead to success due to lack of merit.

Aptitude without attitude would not work due to lack of the right spirit & resilience.

Eg. A naturally athletic person (right aptitude) will not succeed unless he develops a never-say-die attitude & trains consistently.

In fact, attitude and aptitude need to be complementary. A right attitude can prod one to develop right aptitude.

Eg. Navin Gulia, an armyman handicapped while training, due to his persistent, resilient attitude built a charitable organisation where he trains girls and differently abled children.

Thus, correct mix of attitude & aptitude is needed for success.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



Q.2) The Right to Education Act is not all about Literacy and empowerment alone, it also redefines the concept of Value inculcation. Discuss. (10 Marks, 150 Words)

Right to Education Act guarantees free and compulsory education to children aged 6-14 years. It is widely known as the "dawn of second revolution in civic rights".

Value inculcation

- RTE is based on equality of opportunity, inculcating values of social justice, fairness and inclusivity.
- By reserving seats for marginalised, it provides for intermingling and develops pro-social values of empathy, gratitude and compassion.
- Stress on quality of education by emphasis on value-based

holistic education.

- Focus of extra-curricular activities to develop values of team spirit, resilience, etc

Thus, RTE lays the ground for a bright future as the classrooms of today shall determine the destiny of tomorrow.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



b) Discuss the contributions of John Stuart Mill and Jeremy Bentham to ethics. What are the limitations to their approach? (10 Marks, 150 Words)

John Stuart Mill & Jeremy Bentham are proponents of a "utilitarian" approach to ethics, basically teleological in nature.

Contributions

- An act is ethical if it leads to "greatest good for greatest number".
- "Each to count for one & none for more than one" ~~to~~ lay foundation of social justice.
- Man is driven by two sovereign masters - pleasure & pain. An ethical act reduces pain & increases pleasure.
- Bentham said that each man is driven purely by self-interest but JS Mill accepted existence of altruism too.

Limitations

- Argument of "greatest good for greatest no" is used to justify capital punishments, preventive detention, curbs on freedom of speech, etc.
- Threat to individual dignity as it treats people as means rather than ends.
- To say that humans are only driven by their own pleasure & pain, is to ignore sacrifices of soldiers, saints, etc.

Despite the limitations, the utilitarian theory offers a relevant way to resolve ethical dilemmas when faced with competing rights of groups. However, it must be balanced with individual autonomy.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



Q.3) Only a genuine partnership between the Government and its people can bring about positive change to create a just society. Comment. (10 Marks, 150 Words)

The foundation of a just society lies in ethical governance which requires an enlightened citizenry & proactive government working in close partnership.

Importance of partnership

- Good governance to ensure consensus, participative democracy, etc.
- People can help in decentralised governance so that government knows the genuine grievances and can solve them.
- Social audit & RTI can prevent corruption & misutilisation of funds.
- Impact assessment of schemes for vulnerable sections through public surveys can provide valuable feedback.
- Government can understand the existing social values & frame schemes

accordingly.

Eg. Toilets built earlier were not used but Swachh Bharat Abhyān reoriented public values towards hygiene, sanitation & dignity increasing rural usage to 95%.

• Stakeholder mentality is developed among people where they take initiatives

Eg. Tere Mere Beach Mein in Kozhikode for beach waste management.

Many upcoming programmes like Jal Shakti Mission, POSHAN Abhyān, etc too are rooted in the spirit of this partnership.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



b) Suppose the State government wants to start a chemical factory, as a Public sector Unit, in an urban area and inhabited by one million people. Enumerate issues to be taken into account to deal with unforeseen contingencies. (10 Marks, 150 Words)

A chemical factory in a densely populated urban area can lead to many contingencies to avoid which following issues need to be considered -

- Waste Management - A chemical factory releases potentially hazardous waste into water streams, air, soil, etc.
- Emissions - Hazardous gases threaten the population. Anyway, due to large population, transport & industrial emissions must be high. Thus, scrubbers etc should be installed.
- Worker safety - Proper training & disaster management training.
- Public unrest - Win the trust of the people through disclosure of EIA report, consultations with people,

etc to avoid any uprising Eg. Tuluconin incident.

- Alternatives - Proper assessment of alternative location which is relatively isolated.

Even after the commencement of operations, proper oversight must be maintained over its operations through social & environmental audit with involvement of people, local bodies, etc & course correction taken wherever needed.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



b) Suppose the State government wants to start a chemical factory, as a Public sector Unit, in an urban area and inhabited by one million people. Enumerate issues to be taken into account to deal with unforeseen contingencies. (10 Marks, 150 Words)

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



Q.4) What do each of the following quotations mean to you?

a) "Where there is righteousness in the heart, there is beauty in the character. When there is beauty in the character, there is harmony in the home. When there is harmony in the home, there is order in the nation. When there is order in the nation, there is peace in the world." – A.P.J. Abdul Kalam. (10 Marks, 150 Words)

This quote teaches us that the beginning of world peace can be made by developing integrity in our character & harmony in our homes.

This assumes special significance when the world is up in flames. Eg. rising US-Iran tensions, US-China trade war, etc

The long-term solution to world peace lies in -

- * Individual character building based on value development, honesty, integrity, etc.
- * Harmonious homes - driven by love, respect, democratic parenting, equality etc.

Order in nation - Driven by constitutional principles, participative governance, etc.

Only through these concentric circles, can we realise the dream of a just society & peaceful world. The seeds of world peace need to be sown in our very own backyards.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



b) "There is no Truth, There is only Perception".

(10 Marks, 150 Words)

This statement assumes immense significance in a "Post-truth" world where facts are distorted for vested interests.

Even the Jain philosophy of "Anekantavada" believes that truth has multiple faces.

This teaches us to have an open mind that undertakes incessant critical enquiry to unfold as many dimensions of truth as possible.

We must shun stereotypes, be adaptive to change, broaden the horizons of our perception to reach as close as possible to the truth, if it exists.

In the realm of administration, it teaches us to be flexible, empathetic to all viewpoints and always ready to learn.

Only then can we create a society which is tolerant, less vulnerable to information distortion & radicalisation, emotionally mature & stable.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



Q.5) a) Define emotional intelligence. How does it help to build a rapport with your colleagues at the workplace? (10 Marks, 150 Words)

Emotional intelligence, as defined by Mayer & Salovey, refers to the ability to understand the emotions of yourself & others, discriminate between them & use them rationally to guide thought, action & behaviour.

At workplace, according to Goleman, 80% of success is due to emotional intelligence & only 20% due to IQ.

Rapport with colleagues

- EI helps in understanding verbal & non-verbal cues of colleagues better.
- Helps in conflict resolution and reduces role ambiguity.
- Better assessment of strengths,

weaknesses and trigger points of colleagues & dealing with them accordingly.

- ~~Lesser~~ Enables one to empathise with colleagues, understand their problems & come up with common solutions.

Better interpersonal dynamics in the workplace create a positive environment & enhance the productivity of the workplace as a whole.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



b) What do you understand by Stereotyping? Critically examine why stereotyping is so common in society today. (10 Marks, 150 Words)

Stereotyping refers to formation of prejudiced opinions about places, people and objects. Such opinions are not based on any objective facts or logic. Eg. girls are good in English while boys are good in Maths.

Why is it so common

- Herd mentality - following the crowd without personally analysing facts.
- Social media reinforces stereotypes by creating echo chambers.
- Rigid attitude - unwillingness to accept new points of view.
- Lack of scientific aptitude to undertake a critical enquiry into our beliefs.

• Post-truth world - where knowledge is without integrity and facts are easily distorted.

It is necessary to create a society that questions stereotypes and recognises the dignity of each individual as unique rather than compartmentalising them into groups. Beginning for this must be made in schools through value education and popularising role models who have shattered stereotypes. Eg. Esther Duflo who was awarded the Nobel Prize in Economics, a traditionally male dominated field.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



Q.6) a) What are the ethical issues involved in lying? Is lying immoral in all circumstances? Give reasons to justify your answers. (10 Marks, 150 Words)

Lying refers to deliberate attempt at hiding or misrepresenting facts. Since lying amounts to dishonesty, it is considered unethical.

Whether lying ~~is~~ immoral or not, depends on circumstances.

According to Kant's ethical relativism, the motives/intent of the actor must be analysed:

- If lying is driven by the motive of harming others, envy, arrogance, etc, it is unethical & immoral.

Eg. lying to escape punishment or to damage the reputation of others.

- If lying is driven by a noble motive, it may be moral.

eg. Lying to save the life of someone.
 In this case, right to life is more important. Like Kierkegaard's "Leap of Faith", conventional morality can be suspended for a higher purpose.

- Lying in an enemy country to save one's own life cannot be considered immoral.

Thus, morality of lying depends on circumstances. If the "end" is noble, the "means" of lying may be treated with leniency on the moral yardstick.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



b) Do you agree that there is more unethical behaviour in government than in the private sector? Substantiate with suitable examples (10 Marks, 150 Words)

Behaviour depends on attitude of employees, work culture of organisation, reward & punishment mechanisms, etc whether in government or private sector.

More unethical behaviour in government sector

- Government schools :
Teacher absenteeism is higher than private schools.
- Government hospitals :
Poor hygiene, less empathy, absentee doctors.
- Public Sector Units : Lower employee morale, inefficiency, lacity, poor customer service, etc.

More unethical behaviour in private sector

- Private hospitals - unaffordable treatment, needless tests, profit motive precedes welfare.
- Private schools & colleges - donations, capitation fee, etc.

Thus, unethical behaviour exists in both places. It can be rectified only through positive work culture, enabling organisational structure, cooperative society & individuals with integrity

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



c) Explain with examples how (a) Attitude influences behaviour (b) Behaviour influences Attitude. (10 Marks, 150 Words)

Attitude refers to the learned predisposition of individuals towards an object, place or person. Behaviour refers to the actions of a person in a particular situation. Thus, while attitude is thought-oriented, behaviour is action-oriented.

(a) Attitude influences behaviour

- A never-say-die attitude towards life leads to a resilient & optimistic behaviour.
- A positive attitude towards animal welfare leads to ~~an~~ behaviour of veganism.
- An attitude of equality towards women leads to behaviour of love & respect

towards them.

(b) Behaviour influences attitude

- An impunctual & lazy behaviour leads to a "business-as-usual" & "carefree" attitude.

- If the behaviour of hardwork & dedication is constantly rewarded, it can develop an attitude of perseverance.

Behaviour & attitude tend to readjust to each other as any discrepancy between them leads to cognitive dissonance.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



PART - B

Q.7) Honesty and uprightness are the hallmarks of a civil servants. Civil servants possessing these qualities are considered as the backbone of any strong organizations. In line of duty, they take various decisions, at times, some become bonafide mistakes. As long as such decisions are not taken intentionally and do not benefit personally, the officer cannot be said to be guilty. Though such decisions may, at times, lead to unforeseen adverse consequences in the long term.

In the recent past, a few instances have surfaced where in civil servants has been implicated for bonafide mistakes. They have often been prosecuted and even imprisoned. These instances have greatly rattled the moral fiber of the civil servants.

How does this trend affect the functioning of civil services? What measures can be taken to ensure that honest civil servants are not implicated for bonafide mistakes on their part? Justify your answer. (20 Marks, 250 Words)

Due to globalisation, penetration of complex technology, new age complex problems, civil servants have to take many difficult decisions, which can go wrong despite best intentions.

Impact on functioning of civil servants

- Excessive risk-aversion due to constant fear of implication.
- Limited use of discretion for public welfare
- Slavish compliance of orders, rules and regulations without application

of mind.

- Lack of innovation in solving problems
- Will make bureaucracy rule-bound & mechanical, focusing on means rather than ends.
- ~~Will not attract~~ Disincentive to join the prestigious services leading to reduction in quality of talent these services attract.

How to prevent implication?

- Establishment of "mens rea" i.e guilty mind.

Eg. definite proof of personal enrichment or doubtful intent needed for prosecution

- Making a time frame for opening old cases to prevent recent trend of implicating retired civil servants.

- Reviewing Article 311 and giving adequate opportunity to civil servant to present circumstances under which decision was taken.
- Training of civil servants to take adequate decisions even under the most compelling circumstances.
- Important decisions to be shifted to multi-member bodies to ensure all dimensions are considered (2nd ARC)

Since the decisions taken by civil servants have wide-reaching impact on the public, any material harm must be compensated for and public administration institutions must work to minimise such mistakes, even if bonafide.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



Q.8) You are a municipal commissioner of a metropolitan city and a metro rail project construction is going on in full swing. This metro system will ease the burden on other urban transport system and decongest roads which will eventually contribute towards the growth of the city. However, the Metro rail line passes through a small forest area which will lead to felling of hundreds of trees. Several community residents including social activists and celebrities are protesting the felling of trees and demanding for the preservation of the forest patch. There is a good chance that the protest might get violent. State government is putting pressure on you to go ahead with the project and clear the area so that the project can get completed before the elections.

a) Identify the ethical dilemmas involved in this case.

b) What are your options in such a situation?

c) What action will you opt for? Justify your action.

(20 Marks, 250 Words)

(a) Ethical dilemmas involved :

- Environmental preservation vs economic growth.
- Conflict of duties - Duty to listen to the state government vs duty to heed to grievances of the community.
- Short-term electoral gain vs long-term societal benefit.
- Duty to maintain public order vs freedom of protest of residents.
- Utilitarian ethics (greatest good for greatest number through better transport)

vs environmental ethics (environmental concerns precede economic growth).

(b) Options

(i) Go ahead with the project & clear the area through use of police force:

Merits:

- Decongestion of roads, urban transport is improved.
- Obedied command of state government responsibility fulfilled.

Demerits

- Threat to public order, protests may intensify.
- Environmental damage and violation of rights of community.
- Decrease of public trust in government's commitment to environment, may reduce popularity in elections.

(ii) Shelf the project & look for alternative route:

Merits - Trees are saved, testimony to government's commitment to environment.

- Protests will end, citizens' trust reinforced, public order maintained.

Demerits - Cost to ~~finance~~ public encheques rises.
 - Time taking: congestion problem will intensify.

(iii) Constitute a committee consisting of environmental experts, governance experts, transport specialists, etc for a time-bound report.

Merits - Can win trust of protestors by convincing them of government's intentions & an impartial probe.
 - Proper analysis of facts to take best decision.

Demerits - Committee may take time to submit report.
 - This delay can be politically costly in election as the congestion problem will persist.

(c) I will take the (iii) course of action for a time-bound enquiry into

whether the project should be rerouted, the cost-benefit analysis, etc.

Though this may take extra time, it is best from point of view of public trust, public order and environmental preservation.

This committee shall have proper representation from the community, beneficiaries of the rail project & the specialists so that its report can be acceptable to all and its recommendations can be implemented without delay.

To prevent a similar situation in future, I will make sure that public consultations for such projects are held in initial stages itself along with proper Environment Impact Assessment.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



Q.9) You are the officer-in-charge in District office of the Ministry of Women and Child Development. In recent times, Government of India has observed a spike in reporting of cases regarding Sexual offences in your district against children under POCSO Act, and has issued an order to take measures to reduce the same. You have asked for suggestions from co-workers regarding the incident and the government order. Some of the suggestions received are as follows:

- a) Organize an awareness camp at district collectorate and ask District Magistrate to inaugurate it.
- b) Give an advertisement in the local newspaper about punishment under POCSO.
- c) Request S.P. of the district to ask police stations to file cases under section 377 of the Indian Penal Code provision that outlaws 'unnatural sex' instead of the Protection of Children from Sexual Offences Act (POCSO). Thereby reducing POCSO cases.

Examine the effectiveness of the above suggestions, if implemented. Suggest any other measure(s) to prevent sexual violence against children. (20 Marks, 250 Words)

The ethical issue involved here is that despite stringent laws and constitutional provisions, sexual abuse against children is rampant reflecting a collective failure of state & society.

(a) Organise awareness camp at District Collectorate

Merits :

- Enhances public discourse over the issue, reduces stigma.
- Encourages parents and children to share their grievances and make suggestions.
- Inauguration by DM enhances gravity of the occasion, conveying to school & district

administration that the issue will be dealt with strictly.

Demerits

- Attendance might be limited since it is at the collectorate. Instead, it should be held in schools and resident societies.
- Awareness is not enough unless examples are set up of proactive trial & punishment. Without reforms in schools, this might be a superficial measure.
- No immediate impact.

(b) Advertisement about punishment

Merits

- Deterrent effect to prevent such crimes.
- Displaying that district administration is serious about this issue i.e high on optics.
- Enhancing faith of teachers, students & parents that stringent provisions exist.

Demerits

- Not just quantum but certainty of punishment is a deterrent.
- Unless courts and police system is reformed, threat of punishment is insufficient.

- The money spent here could be spent on awareness camps, counselling sessions, etc for more impact.

(K) Filing cases under Section 377

Merits

- Immediate result in reduction of cases.
- Scope of reward from Ministry for swift action and prompt outcome.

Demerits

- Ground situation will not change.
- If the Ministry/public/media finds out cause of reduction of cases, it will further erode public trust in the sincerity of the administration.
- Lack of empathy towards the real problems of the public.

Other Measures

- Conducting counselling sessions in schools to differentiate between good touch & bad touch.

- Special sessions for victims to help them rehabilitate and prevent them from permanent scarring.
- Helplines and POSCO e-box to be popularised.
- Awareness and destigmatisation to encourage people to file complaints. This might increase reports in short run but will create necessary deterrence in long run.
- Encourage teachers to recognise victims of abuse at home where the maximum sexual violence occurs.
- Holding joint meetings of teachers, students and parents to address the issue, take feedback & suggestions.

It is only through joint effort of teachers, civil society, government, etc that the issue can be solved.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



Q.10) You are an honest and upright officer who has been transferred to a remote district to head a department that is very unpopular for its inefficiency and callousness.

When you reach the office, you immediately try to find out the reason for the redundancy. Your primary investigation concludes with the fact that a section of employees is highly undisciplined. They do not work themselves and also disrupt the working of others. You first warned the troublemakers to mend their ways or else face disciplinary action. When the warning had little effect, you issued a show cause notice to the ringleaders. As a retaliatory measure, these troublemakers instigated a woman employee amongst them to file a complaint of sexual harassment against you with the Women's Commission. The Commission promptly seeks your explanation. The matter is also publicized in the media to embarrass you further.

Some of the options to handle this situation could be as follows:

- Give your explanation to the Commission and go soft on the disciplinary action.
- Ignore the Commission and proceed firmly with the disciplinary action.
- Brief your higher-ups, seek directions from them and act accordingly.

Suggest any other possible option(s).

(20 Marks, 250 Words)

Facts of the case : inefficient department due to indiscipline, poor work culture, false complaints of sexual harassment, media attention.

(a) Explain to Commission & go soft

Merits

- Going soft will pacify the troublemakers so the women might withdraw the complaint.
- If the above happens, reputation shall be restored and personal harm reduced.
- Explaining to the Commission will

reinforce the fact that you are innocent & hence there is nothing to be scared of.

Demerits

(b) Ignore the Commission, proceed w.

- Inefficiency in the department will continue.
- Sets a wrong precedent & encourages future attempts of such armtwisting.

(b) Ignore the Commission, proceed with action

Merits

- Sets the correct precedent by taking action against the employees instead of cowing down to armtwisting.
- Deterrent effect in the department that action will be taken against wrongdoers even at the cost of personal harm.

Demerits

- Ignoring the Commission amounts to disrespect of due process.
- Media attention will increase, reputation damaged more.
- Increases possibility of official action such as suspension.

(c) Briefly higher ups, etc

Merits

- Getting an unbiased and experienced perspective on the issue
- Making sure that even if I am suspended/unavailable, the guilty officials will face disciplinary action.
- Follows chain of command.

Demerits

- They might advise to go soft on action to prevent personal harm.
- They might not undertake disciplinary action with the same vigour given the earlier example.

Other options

My course of action will be -

- I will depose before the Commission, respect the due process of law and prove my innocence since it is a false charge.

- In the meanwhile, I will make sure disciplinary action continues against the culprits so that it creates the correct deterrent. ~~Even~~
- Once I prove the allegations were false, I shall proceed with defamation proceedings against the woman & her instigators as the offense of sexual assault is of a serious nature & should not be trivialised & misused.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



Q.11) The country's automobile sector is facing economic slowdown, major automobile companies are suspending the production or closing the units. Due to this, many ancillary units that supply various components to the big manufacturers - have been badly hit. Due to losses, the companies are facing an uphill task to keep factory up and running.

Suppose you are owner of such ancillary unit that make spare parts for automobiles. Due to the fall in demand, your company is finding it difficult to sustain the production. You have taken the loan and you have defaulted on the repayment of loan. Due to precarious financial situation it would be difficult to keep paying salary to the employees of your company. In this situation you are compelled to take some measures to overcome losses and keep the company running.

- Discuss the various issues involved in the situation.
- Discuss the various options available to you to handle the situation with their merits and demerits.
- What course of action would you adopt and why? (20 Marks, 250 Words)

(a) Issues involved in the case:

- Impact of economic slowdown and how the brunt has to be borne by the marginalised.
- Who should bear the loss - employees through salary reduction or owner through profit reduction
- Impact of layoffs - the least skilled cannot find re-employment, often they are the sole earners in their families.
- Layoffs and salary cuts further reduce demand, intensifying economic slowdown.

(b)

Options

- Layoff inefficient workers

Merits

- Financial savings, some losses overcome
- Overall efficiency of company will increase

Demerits

- Violation of fiduciary responsibility towards employees.
 - Against labour laws
 - Threat of labour unrest & strikes.
- Reduce salaries of employees

Merits

- Financial savings, avoids layoffs.

Demerits

- Threats of labour unrest.
- Consult the employees, appraise them of the situation, take suggestions, appeal for ^{Salary} cut.

Merits

- Develops stakeholder approach.
- Employees will be more cooperative.
- Values of participative decision making,

teamwork, empathy.

(c) My course of action will be the third option.

* I shall transparently present the situation of the company before the employees.

* Convince them that I have also taken a cut in profits, am unable to pay the bank loan, etc.

* Arouse in them a sense of group identity so that we can save the company together.

* In such dire circumstances, I will appeal to them to make their contribution to save the company which is a product of their own toil, by taking salary cuts.

* I will reassure them ~~at~~ that as

the situation improves, they shall be reimbursed.

Thus, through the use of emotional intelligence, honesty, leadership and openness, I shall foster unity in the company & a cooperative attitude to salvage the company.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



Q.12) You are the CEO of a social media company that has a wide user base. The social network offered by your company has emerged as a platform for people to interact with each other and share news, opinions etc. However, at the same time, women are being repeatedly harassed and cyber bullied through this network. Whenever any instance of harassment is brought to notice of the company, your staff members immediately deactivate the account of the culprit. However, since new accounts can be created easily, such incidents continue to happen. Also, the system to verify one's account details has been deemed lax by public authorities and human rights groups. But in order to increase the user base, you have to ensure that it is easy for a new user to sign up. Increase in the user base leads to more advertisements on your network, which is a source of revenue for the company. At the same time, in the wake of increasing instances of harassment, you also need to tighten the process of creating new accounts and deactivate or delete the ones being misused.

a) Highlight the options available to you in this scenario and evaluate each of them. What course of action will you take and why?

b) Is there a need for having reasonable restrictions on social media for it to remain a platform of healthy and fruitful engagement? Analyse from the viewpoint of different stakeholders .
(20 Marks, 250 Words)

(a) Options

Ethical dilemma here is the expansion of revenue opportunities for the company (via easy sign up, etc) versus obligation towards the public authorities & society at large to safeguard dignity of women

(a) Options

- Continue the easy access, ignore the public authorities

Merits

- User base expands, revenue rises.

- Upholds commitment to users for free access, freedom of speech & minimal interference.

Demerits

- Dignity of women will continue to be violated.
- Long-term reputation of the company suffers as a platform insensitive to women rights → user base will decline itself → revenue will fall.
- Public authorities might take action
- Strengthen verification mechanism for sign-up

Merits

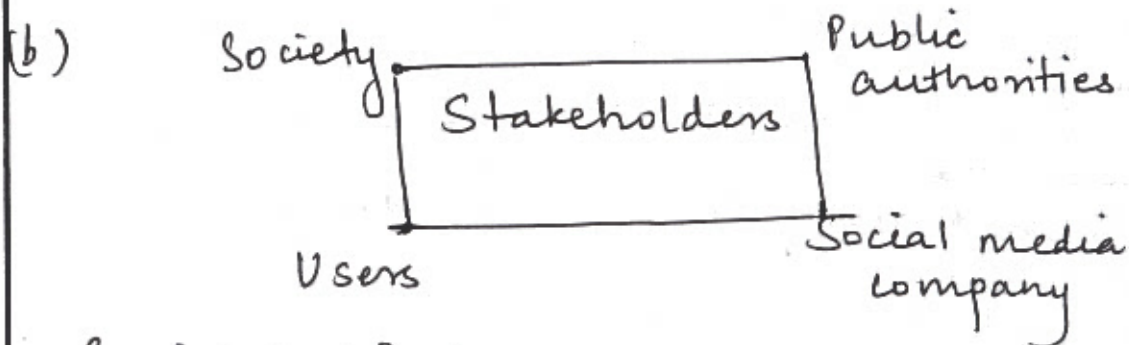
- Obligation towards gender justice, public authorities fulfilled.
- Bolster the image of the company that ~~values~~ puts its values above material gains.
- Increase users in the long-run as the platform is safe & secure for women.

Demerits

- User base & revenue will fall in short run.
- Violation of user trust & brand commitment to freedom of entry, privacy concerns

Course of action

For long-run welfare of company & society, I shall initiate a review of verification mechanisms and if they are found lax, strengthen them. Close liason will be maintained with government agencies to punish the guilty swiftly and keep the network safe for women.



Social Media Company :

Reasonable restrictions might restrict user inflow in short run causing revenue shortfall but unbridled access has lowered the quality of the

network such that many users are quitting due to abuses, trolling, etc.

In the long-run, a safe network will be beneficial.

Public Authorities - will help in easy detection of cybercrime, establishing deterrence & taking swift action. Even freedom of speech in AA 19(1)(a) is subject to restrictions.

Users - May be difficult to adapt in short-run, privacy compromised but eventually will create a safe, responsible & democratic network.

Society - Quality of discourse improves, less spread of hate & divisiveness.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

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Mentor Feedback Questions

- 1
- 2
- 3
- 4
- 5

Test Goal

- 1
- 2
- 3

Outcomes

-
-
-
-

Marking Scheme

Marks	Good	Average	Below Average
10 Marker	3.75 – 5.0	3.0 – 3.5	< 3.0
15 Marker	5.75 – 7.0	4.0 – 5.5	< 4.0

*Subject to change without prior notice.

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