

Case Studies

Q1. You are a District Magistrate. You come to know about the cases of child marriage in your district. You rushed to the spot and tried to rescue the girl. However in the same district child marriage is a big social concern.

- (a) To stop such practices you want to take initiatives, what problem you may face in stopping child marriage practice in your district?
- (b) Can strict implementation of law be a good solution?

Q2. A new Indian Police Service incumbent, after completion of his training, has joined first posting in a district.

- (i) Some influential people, outside his office as well as subordinates in his office come to meet him and offer him valuable gifts as a welcome gesture.
- (ii) He has also been told by his subordinates that, there is a channel of money collection by the police of the area from commercial vehicles, shanty vendors and shopkeepers as well as spurious liquor lobby, etc, share of which would automatically reach to the new officer. This money is unaccounted and does not go to the establishment.
 - (a) The officer is in dilemma. Whether he should accept the gifts as a welcome gesture from influential people outside the office or only from his official colleagues or from both? What according to you should be his course of action? Give reasons.

- (b) Should he take the share from unaccounted money mentioned above? If not what would be professionally and ethically correct decision for him.

Q3. While implementing Centrally and State Sponsored Development Programmes a Civil Servant faces lot of interference from the local political leaders to oblige certain contractors and service providers who do not qualify the required eligibility criteria on the one hand and moreover uses substandard material in construction and provide poor quality of service on the other. He finds it immensely difficult to keep his neutrality and do what is best in the public interest. He is very disturbed. He thinks on the following options:

- (a) He informs the senior officers, but every time he does so, he finds that somehow they are not ready to annoy the local influential politicians. He thinks about taking up the issue with the further higher up officers in the hierarchy.
- (b) He thinks about meeting the media people and tell them about the difficulties faced by him due to political interference and lack of support from the senior officers.
- (c) Resign from his post as public servant and fight against such malpractices from outside.

Evaluate every option before him and suggest which of the above stated course of action is the best?

Q4. There comes a case of molestation against a very senior officer by a woman employee in an office where you are the incharge of women welfare. In view of the fact that these days molestation charges are levied against many upright officers by the instigation of peers due to rivalry or by women workers who are not allowed undue advantages with regard to punctuality, promotion and annual performance evaluation thus, you as a Woman Welfare Officer need to be extra cautious in judgment.

As an upright woman government officer what are the moral and professional issues that would you like to enquire during the process of enquiry against the officer charged with the allegation of molestation? Give reasons.

Q5. You are a judge who has to hear the pleadings and deliver judgment on a road accident caused by deliberate and willful carelessness of a minor and his parents. A budding young marketing executive, also pursuing a management course from a renowned international university affiliated institute was recently killed by a speeding Mercedes allegedly driven by a minor who was probably seeking great fun. One man's power and wealth, and fun seeking by his child should not be allowed to trample down lives in the street. A person who can afford a Mercedes car, also must have discipline to comply with the traffic laws and respect for lives in the street. In such cases the harshest possible punishment should be given to the minor as well as to the parents because only this would deter people to commit unlawful acts and care for lives of others while displaying their wealth and power. This is important to keep the aspirational, restless and unscrupulous India on right path. Anybody's aspirations should not be allowed to take the lives of other fellow countrymen. Answer the following questions?

- (a) Is it necessary for the judge while delivering judgment to consider the minor status of the driver who killed a young budding genius due to rash driving for thrill?
- (b) Why in such cases punishment should/should not be given to parents on moral and ethical grounds?

- (c) What are the other ways to change the attitude and psychology of wealthy and powerful brats to reduce accidents caused by rash driving in crowded streets?

Q6. The father of a girl accesses the Senior Superintendent of Police with a complaint that his daughter is being denied to take her final school examination by the Principal of the school due to shortage in requisite attendance as the daughter remained absent for long due to social stigma after a gang rape. Instead the school authorities forced the victim's father to take school leaving certificate which he denied and accessed the police officer.

- (a) Evaluate the Principal's 'technical stand' in such a special case on moral and ethical considerations.
- (b) What could have been the best course of action on the part of the Principal?
- (c) What is the possible course of action that police officer can take to help the victim?
- (d) What role school can play in removing social stigma associated with rape for saving a rape victim from shame and remorse?

Q7. India is a country of traditions and festivals having their roots in religion. The District Magistrate along with the Superintendent of Police of the district is supposed to take care of law and order, safety and security of large number of people assembling at such occasions to celebrate. In such a gathering people throng on the river banks for holy bath, competitive burning of the crackers and approaching the deities in a temple from close proximity which often leads to confusion and chaos and sometimes big accidents. Present a brief action plan and programmes which must be put in place before the day of celebration so that action plan celebration can be managed without any obstruction and untoward event.

Q8. You are the officer in charge of traffic of a district where there is a big problem of commutation to places of work from residence due to extreme jams on the road and often road rages, in which the commuters fall into wrangles and get wounded or even lose their lives. Given such a situation choose from the following options the best line of action and give justification:

- (a) Allowing limited number of cars on some basis everyday such as odd and even scheme.
- (b) Heavy charges for parking and violation of the traffic rules.
- (c) Development of shared or public mode of transport and educating and incentivizing people to use the same.
- (d) No single method would be successful, so a combination of all the three needs to be tried.

Q9. A complaint has been received at the late night in a local police station of a metropolitan city by a woman, who is professionally well placed, regarding domestic violence by her husband who is a senior government official living in a posh apartment. The woman was very scared and she said she was alone and in a SOS condition and cannot talk more.

- (a) The police officer in Charge is reminded of a similar event in which a young but senior police officer threw his wife from the balcony of a high rise building in a rage of anger and later killed himself by his service revolver. He is clueless how to act fast. What is the intelligent course of action for the police officer immediately and in medium term to stop mishappenings whatsoever?
- (b) When both husband and wife are educated and professionally well settled in their careers, how do you see their moral and ethical failure to live as life partners and why does it happen?
- (c) What are the limitations of legal courses to reduce such domestic violence?

Q10. A talented cricket player gave trial for his selection in the state level team, but somehow he was not able to perform his best, yet he remained in close contact with some of the probable candidates. He was very keen to ascertain his selection and tried to meet some of the people who were close to the selection committee. One such person told him that if the player pays some bribe, he can convince some of the members of the selection committee for his selection. The player was in a dilemma because the money to be paid was a large sum, but he had a modest background; selection was not sure even after paying; and more than this his conscience was not in favour of selection in team through bribe.

Discuss the various options cricketer has? Which option is best? Justify.

Q11. Around 50,000 people have been affected in a devastating flood in one of the state capital of our country. 30,000 evacuated and moved to safe place. Supply of essential commodities has been disrupted. Schools and colleges have been closed and scheduled exams have been postponed. Several train services have also been cancelled.

You are head of a disaster management team that has been assigned with the work of rescuing and rehabilitating thousands of people who have been affected by an unprecedented flood. Team members include revenue officials, doctors, engineers and security personnel. However some of the local leaders of a political party are not happy. A powerful minister of the government visits the area to make a first hand assessment of the situation and in the process meets the local politicians who are not happy. The minister announces for the suspension of two of your officials. Your entire work force gets demoralized due to this announcement and are unwilling to perform under given situation.

- (a) What are the ethical issues involved?**
- (b) What are the options before you?**
- (c) Discuss each option.**

Q12. Mr. X is heading procurement division in a government department; he is currently handling procurement of material for ongoing important project. It is his new assignment.

Mr. X was surprised to see the chaos prevailing in the office. The environment in the office was not conducive for efficient functioning. Proper interpersonal communication among staff was missing. Officials used to complain against each other regarding their day-to-day official working.

There used to be a huge gathering of contractors in the office every day vitiating the environment in the office. In fact chaos used to prevail in the office and work was hampered to a great extent. There used to be unnecessary contact everyday between the contractor and the officials.

Mr. X could sense the vicious circle in which entire procurement setup was trapped into. Most of the staffs were highly demotivated. He could sense that the staffs were intelligent and know their jobs appropriately. All the staffs were not happy about the prevailing conditions in the office especially of relationships amongst staff. Even the

contractors had a feeling of suffocation in such a situation. All the stakeholders were working in most disjointed manner causing harm to the system and vitiating the environment. What are the possible decision options available to Mr. X to improve the overall environment?

Q13. This is a situation which pertain to Parliament elections. You are posted as District Magistrate in one of the notorious district. There were several officer to assist you in your work, i.e. Returning Officer, District Election Officer and Additional District Magistrate (ADM).

Background duties of various officers were assigned as presiding officers were unwilling to take up election duties as it was very arduous work and a big responsibility.

Presiding officers and polling officers were called four days before the poll for training and collection of material/stationary like voters list, manuals, ballot papers etc. In one such event, when the distribution of material was being made, one polling officer had a heated argument with ADM which resulted in a scuffle. There were around 300 polling personnel who formed a mob as most of them were unhappy because they had been put on election duty. ADM locked his room from inside to save himself from attack by this furious mob. This mob was not willing to cooperate in further duty.

How would you handle the situation? What are the possible alternatives available?

Q14. Gandhiji said "A free press should be neither an ally nor adversary... but a constructive critic". Media is the bridge between the ruler and the ruled for transport of information inputs. The Media, particularly the Press, the Radio, the Television and the Cinema together or independently have the potency to either reform or deform the Society.

But what is happening today? Media that was a mission before independence grew as a profession after independence and of late it is being criticized for becoming a business without ethics and without any social responsibility. It is because the owners of print and private electronic channels are the owners of either a business establishment or an Industrial house or a financial institution. News, naturally in the hands of these businessmen became a commodity. News, which shall be a bare fact is now angled or slanted to make it marketable news. Media wanted stories in place of plain news based on facts. Editorial has become either dictatorial or proprietorial.

- (a) In the light of the given context what are the major ethical concern for media?
- (b) Do you think that media has become more of a business rather than a medium for the public to raise their outcry against injustice?
- (c) What could be possible limitations of regulation that led to such condition?

Q15. In a particular village, there is a communal tension between two Communities. The local SHO has taken a prompt action against trouble makers of two communities by arresting ring leaders of both communities. A powerful minister is putting pressure on the SHO to release arrested persons of a particular community or face suspension.

SHO is an honest, and upright officer and has come to you for a proper advice.

Following are some suggested options. Evaluate merits and demerits of each of these options and indicate, what would you like to advice him, giving proper reasons?

- (a) The SHO will complete all papers and records immediately after arrest and express his helplessness in absence of a court order for release.
- (b) SHO will agree to minister and release the people of a particular community.

- (c) Release the people of both the communities.
- (d) Seek instructions from Superintendent of Police of the district.

Q16. A language is the mirror of a community. India has lost around 20 per cent of its languages in the past five decades which shows how some indigenous languages have suffered because of urbanization. You are the District Magistrate of a tribal district. You have found many tribal languages and culture are endangered in that region due to high pace of development.

- (a) What steps will you take to conserve their language and culture?
- (b) Discuss some concrete steps alongwith possible limitations.

Q17. You are a young entrepreneur. Your ambitious life is chasing a high dream. You remain busy throughout the day because of the work pressure. Your wife is also an ambitious politician having identical routine. You are having a four year old child. By the time both the parents reach home, the child goes to his bed. Parents want that their only child should be inculcated with best of human values.

- (a) What essential steps both of you should take inspite of your busy schedule?
- (b) How will you teach essence of responsibility, respect, care, etc to your child?

Q18. According to the United Nations, every fifth person in the world will soon be over the age of sixty. The world's largest international organisation is trying to convince its member states to do something to cope with this growing problem. In the context of UN's comment consider following sets of situations:

Context 1: A demographic revolution is taking place throughout the world indicating a phenomenal rise in the population of the elderly. The National Policy for Older Persons essentially envisages support from the State to the older persons to ensure their financial and food security, health care, the need for shelter as well as other needs of the older persons to improve the quality of lives of the older persons. The policy is useful for the older people who have been abandoned by their family members. But government cannot interfere within family where children are not taking care of their parents.

Context 2: Social isolation among seniors is alarmingly common, and will continue to increase in prevalence as the older population grows. Loneliness and social isolation can affect everyone but older people are particularly vulnerable after the loss of friends and family, reduced mobility or limited income.

In the light of the above context answer following questions:

- (a) What are the limitations of the India's National Policy for Older Persons?
- (b) Can you list some of the common concerns of ageing population facing social isolations?

- (c) Suppose you are next-door neighbour of few ageing people living in complete social isolation. What will be your reaction in this situation? What are the options available to you?

Q19. General elections are in progress and you have been appointed as a Sector Magistrate to oversee the free and peaceful election in a sector which has 10 polling stations. In course of your tour, you notice a powerful minister moving to various polling stations with deadly weapons. He is accompanied with anti-social elements. The people moving with the minister are intimidating the voters of SC Community not to dare to go to polling stations and vote. One of the supporter of the minister informs you on your mobile phone that it is better if you do not interfere and avoid confrontation.

What will you do in such a situation? Some of the options are given below. Evaluate the merits and demerits of these options and finally suggest what course of action, would you like to take giving reasons?

- (a) Arrest the minister along with his supporters and seize his arms, ammunition and vehicles, and immediately file a criminal case in local police station.
- (b) Inform the election control room and seek police reinforcement, and also instructions as what to do.
- (c) Go to villages inhabited by members of SC community and help them to cast their votes, by arranging vehicles.
- (d) Inform election observer and other senior authorities and seek their help and guidance, and until then avoid the minister.
- (e) Ignore the minister and his supporters with the hope that they might be caught if they create any disturbance on the polling stations, because on every polling station a static arm picket has been stationed.

Q20. A Public Information Officer has received an application under RTI Act. Having gathered the information, the PIO discovers that the information pertains to some of the decisions taken by him, which were found to be not altogether right. There were other employees also who were party to these decisions. Disclosure of the information is likely to lead to disciplinary action with possibility of punishment against him as well as some of his colleagues. Non-disclosure or part disclosure or camouflaged disclosure of information will result into lesser punishment or no punishment.

The POI is otherwise an honest and conscientious person but this particular decision, on which the RTI application has been filed, turned out to be wrong. He comes to you for advice.

The following are some suggested options. Please evaluate the merits and demerits of each of the options:

- (a) The POI could refer the matter to his superior officer and seek his advice and act strictly in accordance with the advice, even though he is not completely in agreement with the advice of the superior.
- (b) The POI could proceed on leave and leave the matter to be dealt by his successor in office or request for transfer of the application to another PIO.
- (c) The POI could weigh the consequences of disclosing the information truthfully, including the effect on his career, and reply in a manner that would not place him or his career in jeopardy, but at the same time a little compromise can be made on the contents of the information.
- (d) The POI could consult his colleagues who are party to the decision and take action as per their advice.

Also please indicate (without necessarily restricting to the above options) what you would like to advise, giving proper reasons.

Q21. In a particular district, there is a Communal tension between two communities. There is a plight of large count of people of one community. They don't have food. They don't have clothes. They have to depend on people of adjoining area. The children are falling sick in the cold winter night. The administration has provided food but that is too little. Though the situation is improving temporarily, yet there is a constant fear in the mind of both communities. There is large-scale migration of people, rumor-mongering and political interference. There is shortage of essential commodities due to limited movement of goods and services.

You are head of the District Administration (DM). What action will you take to normalize the situation? What consequences do you expect of each action taken?

Q22. What do you mean by 'Ethical Dilemmas'? Illustrate it through a suitable example. You are a police officer and your bodyguard has once saved your life by putting his life on risk. He has taken Rs. 500 from a person to help the man to get a favorable recommendation from you for grant of an arms license. Another police personnel has told you about the matter. The case of arms license is genuine and your bodyguard makes a request to do the same. What will be your response?

Q23. While preparing for civil services, an aspirant come across many new legal and social concepts as natural justice, rule of law, equality, fraternity, maintenance of dignity of individual, etc. But as he enters the service, the concepts or ideal principles take a back seat.

- (a) What can be the reasons behind this change?
- (b) Is it true to quote "Power tends to corrupt, and absolute power corrupts absolutely"?

Q24. You are working as an Executive Engineer in the construction cell of a Municipal Corporation and are presently in-charge of the construction of a flyover. There are two Junior Engineers under you who have the responsibility of day-to-day inspection of the site and are reporting to you, while you are finally reporting to the Chief Engineer who heads the cell. While the construction is heading towards the completion, the Junior Engineers have been regularly reporting that all construction is taking place as per design specifications. However, in one of your surprise inspections, you have noticed some serious deviations and lacunae which, in your opinion, are likely to affect the safety of the flyover. Rectification of these lacunae at this stage would require a substantial amount of demolition and rework which will cause a tangible loss to the contractor and will also delay completion.

There is a lot of public pressure on the Corporation to get this construction completed because of heavy traffic congestion in the area. When you brought this matter to the notice of the Chief Engineer, he advised you that in his opinion it is not a very serious lapse and may be ignored. He advised for further expediting the project for completion in time. However, you are convinced that this was a serious matter which might affect public safety and should not be left unaddressed.

What will you do in such a situation? Some of the options are given below. Evaluate the merits and demerits of each of these options and finally suggest what course of action you would like to take, giving reasons.

- (a) Follow the advice of the Chief Engineer and go ahead.
- (b) Make an exhaustive report of the situation bringing out all facts and analysis along with your own viewpoints stated clearly and seek for written orders from the Chief Engineer.

- (c) Call for explanation from the Junior Engineers and issue orders to the contractor for necessary correction within targeted time.
- (d) Highlight the issue so that it reaches superiors above the Chief Engineer.
- (e) Considering the rigid attitude of the Chief Engineer, seek transfer from the project or report sick.

Q25. As a senior officer in the Finance Ministry, you have access to some confidential and crucial information about policy decisions that the Government is about to announce. These decisions are likely to have far-reaching impact on the housing and construction huge profits. One of the builders has done a lot of quality work for the Government and is known to be close to your immediate superior, who asks you to disclose this information to the said builder.

- (a) What are the options available to you?
- (b) Evaluate each of these options and choose the option which you would adopt, giving reasons.

Q26. Sivakasi in Tamil Nadu is known for its manufacturing clusters on firecrackers and matches. The local economy of the area is largely dependent on firecrackers industry. It has led to tangible economic development and improved standard of living in the area.

So far as child labour norms for hazardous industries like firecrackers industry are concerned, International Labour Organization (ILO) has set the minimum age as 18 years. In India however this age is 14 years.

The units in industrial clusters of firecrackers can be classified into registered and non-registered entities. One typical unit is household-based work. Though the law is clear on the use of child labour employment norms in registered/non-registered units, it does not include household-based works. Household-based work means children working under the supervision of their parents/relatives. To evade child labour norms, several units project themselves as household-based works but employ children from outside. Needless to say that employing children saves the costs for these units leading to higher profits to the owners.

On your visit to one of the units at Sivakasi the owner takes you around the unit which has about 10-15 children below 14 years of age. The owner tells you that in his household-based unit, the children are all his relatives. You notice that several children smirk, when the owner tells you this. On deeper enquiry, you figure out that neither the owner nor the children are able to satisfactorily establish their relationship with each other.

- (a) Bring out and discuss the ethical issues involved in the above case.
- (b) What would be your reaction after your above visit?

Q27. You are heading a leading technical institute of the country. The institute is planning to convene an interview panel shortly under your chairmanship for selection of the post of professors. A few days before the interview, you get a call from the Personal Secretary (PS) of a senior government functionary seeking your intervention in favour of the selection of a close relative of the functionary for this post. The PS also informs you that he is aware of the long pending and urgent proposal of your institute for grant of funds

for modernization, which are awaiting the functionary's approval. He assures you that he would get these proposals cleared.

- (a) What are the options available to you?
- (b) Evaluate each of these options and choose the option which you would adopt, giving reasons.

Q28. Suppose you are the CEO of a company that manufactures specialized electronic equipment used by a government department. You have submitted your bid for the supply of this equipment to the department. Both the quality and cost of your offer are better than those of the competitors. Yet the concerned officer is demanding a hefty bribe for approving the tender. Getting the order is important both for you and for your company. Not getting the order would mean closing a production line. It may also affect your own career. However, as a value-conscious person, you do not want to give bribe.

Valid arguments can be advanced both for giving the bribe and getting the order, and for refusing to pay the bribe and risking the loss of the order. What those arguments could be? Could there be any better way to get out of this dilemma? If so outline the main elements of this third way, pointing out its merits.

Q29. You are the Executive Director of an upcoming Infotech Company which is making a name for itself in the market.

Mr. A, who is a star performer, is heading the marketing team. In a short period of one year, he has helped in doubling the revenues as well as creating a high brand equity for the Company so much so that you are thinking of promoting him. However you have been receiving information from many corners about his attitude towards the female colleagues; particularly his habit of making loose comments on women. In addition, he regularly sends indecent SMS's to all the team members including his female colleagues.

One day, late in the evening, Mrs. X, who is one of Mr. A's team members, comes to you visibly disturbed. She complains against the continued misconduct of Mr. A, who has been making undesirable advances towards her and has even tried to touch her inappropriately in his cabin.

She tenders her resignation and leaves your office.

- (a) What are the options available to you?
- (b) Evaluate each of these options and choose the option you would adopt giving reasons.

Q30. Rameshwar successfully cleared the prestigious civil services examination and was excited about the opportunity that he would get through the civil services to serve the country. However, soon after joining the services, he realized that things are not as rosy as he had imagined.

He found a number of malpractices prevailing in the department assigned to him. For example, funds under various schemes and grants were being misappropriated. The official facilities were frequently being used for personal needs by the officers and staff. After some time, he noticed that the process of recruiting the staff was also not up to the mark. Prospective candidates were required to write an examination in which a lot of cheating was going on. Some candidates were provided external help in the examination. Rameshwar brought these incidents to the notice of his seniors. However, he was advised to keep his eyes, ears and mouth shut and ignore all these things which

were taking place with the connivance of the higher-ups. Rameshwar felt highly disillusioned and uncomfortable. He comes to you seeking your advice.

Indicate various options that you think are available in this situation. How would you help him to evaluate these options and choose the most appropriate path to be adopted?

Q31. Now-a-days, there is an increasing thrust on economic development all around the globe. At the same time, there is also an increasing concern about environmental degradation caused by development. Many a time, we face a direct conflict between developmental activity and environmental quality. It is neither feasible to stop or curtail the development process, nor it is advisable to keep degrading the environment, as it threatens our very survival. Discuss some feasible strategies which could be adopted to eliminate this conflict and which could lead to sustainable development.

Q32. In our country, the migration of rural people to towns and cities is increasing drastically. This is causing serious problems both in the rural as well as in the urban areas. In fact, things are becoming really unmanageable. Can you analyze this problem in detail and indicate not only the socio-economic but also the emotional and attitudinal factors responsible for this problem? Also, distinctly bring out why-

- (a) Educated rural youth are trying to shift to urban areas;**
- (b) Landless poor people are migrating to urban slums;**
- (c) Even some farmers are selling off their land and trying to settle in urban areas taking up petty jobs.**

What feasible steps can you suggest which will be effective in controlling this serious problem of our country?

Q33. Suppose one of your close friends, who is also aspiring for civil services, comes to you for discussing some of the issues related to ethical conduct in public service. He raises the following points :

- (a) In the present times, when unethical environment is quite prevalent, individual attempts to stick to ethical principles may cause a lot of problems in one's career. It may also cause hardship to the family members as well as risk to one's life. Why should we not be pragmatic and follow the path of least resistance, and be happy with doing whatever good we can?**
- (b) When so many people are adopting wrong means and are grossly harming the system, what difference would it make if only a small minority tries to be ethical? They are going to be rather ineffective and are bound to get frustrated.**
- (c) If we become fussy about ethical considerations, will it not hamper the economic progress of our country? After all, in the present age of high competition, we cannot afford to be left behind in the race of development.**
- (d) It is understandable that we should not get involved in grossly unethical practices, but giving and accepting small gratifications and doing small favours increases**

everybody's motivation. It also makes the system more efficient. What is wrong in adopting such practices?

Critically analyze the above viewpoints. On the basis of this analysis, what will be your advice to your friend?

Q34. You are a no-nonsense, honest officer. You have been transferred to a remote district to head a department that is notorious for its inefficiency and callousness. You find that the main cause of the poor state of affairs is the indiscipline of a section of employees. 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:

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

Suggest any other possible option(s). Evaluate all of them and suggest the best course of action, giving your reasons for it.

Q35. A private company is known for its efficiency, transparency and employee welfare. The company though owned by a private individual has a cooperative character where employees feel a sense of ownership. The company employs nearly 700 personnel and they have voluntarily decided not to form a union.

One day suddenly in the morning, about 40 men belonging to political party gate-crashed into the factory demanding jobs in the factory. They threatened the management and employees, and also used foul language. The employees feel demoralized. It was clear that those people who gate-crashed wanted to be on the payroll of the company as well as continue as the volunteers/members of the party.

The company maintains high standards in integrity and does not extend favours to civil administration that also includes law enforcement agency. Such incidents occur in public sector also.

- (a) Assume you are the CEO of the company. What would you do to diffuse the volatile situation on the date of gate-crashing with the violent mob sitting inside the company premises?
- (b) What could be the long-term solution to the issue discussed in the case?
- (c) Every solution/action that you suggest will have a positive and a negative impact on you (as CEO), the employees and the performance of the employees. Analyse the consequences of each of your suggested actions.

Q36. You are the Sarpanch of a Panchayat. There is a primary school run by the government in your area. Midday meals are provided to the children attending the school. The Headmaster has now appointed a new cook in the school to prepare the meals. However, when it is found that cook is from Dalit community, almost half of the children belonging to higher castes are not allowed to take meals by their parents. Consequently the attendance in the schools falls sharply. This could result in the possibility of discontinuation of midday meal scheme, thereafter of teaching staff and subsequent closing down the school.

- (a) Discuss some feasible strategies to overcome the conflict and to create right ambience.

(b) What should be the responsibilities of different social segments and agencies to create positive social ambience for accepting such changes?

Q37. One of the scientists working in the R&D laboratory of a major pharmaceutical company discovers that one of the company's bestselling veterinary drug B has the potential to cure a currently incurable liver disease that is prevalent in tribal areas. However, developing a variant of the drug suitable for human beings entailed a lot of research and development having a huge expenditure to the extent of Rs. 50 crores. It was unlikely that company would recover the costs as the disease was rampant only in poverty stricken areas having very little market otherwise.

If you were the CEO, then -

- (a) Identify the various actions that you could take;**
- (b) Evaluate the pros and cons of each of your actions.**

Q38. There is a disaster-prone State having frequent landslides, forest fires, cloudbursts, flash floods and earthquakes, etc. Some of these are seasonal and often unpredictable. The magnitude of the disaster is always unanticipated. During one of the seasons, a cloudburst caused devastating floods and landslides leading to high casualties. There was major damage to infrastructure like roads, bridges and power generating units. This led to more than 100000 pilgrims, tourists and other locals trapped across different routes and locations. The people trapped in your area of responsibility included senior citizens, patients in hospitals, women and children, hiker, tourists, ruling party's, regional president along with his family, additional chief secretary of the neighboring state and prisoners in jail.

As a civil services officer of the state, what would be the order in which you would rescue these people and why? Give justifications.

Q39. You are heading a district administration in a particular department. Your senior officer calls you from the State Headquarters and tells you that a plot in Rampur village is to have a building constructed on it for a school. A visit is scheduled during which he will visit the site along with the chief engineer and the senior architect. He wants you to check out all the papers relating to it and ensure that the visit is properly arranged. You examine the file which relates to the period before you joined the department. The land was acquired for the local Panchayat at a nominal cost and the papers showed that clearance certificates are available from the two of the three authorities who have to certify the site's suitability. There is no certification by the architect available on file. You decide to visit Rampur to ensure that all is in the order as stated on file. When you visit Rampur, you find that the plot under reference is a part of Thakurgarh fort and that the walls, ramparts, etc., are running across it. The fort is well away from the main village, therefore a school here will be a serious inconvenience for the children. However, the area near the village has potential to expand into a larger residential area. The development charges on the existing plot, at the fort, will be very high and question of heritage site has not been addressed. Moreover, the Sarpanch, at the time of acquisition of the land, was a relative of your predecessor. The whole transaction appears to have been done with some vested interest.

(a) List the likely vested interest of the concerned parties.

(b) Some of the options for action available to you are listed below. Discuss the merits and demerits of each of the options:

- (i) You can await the visit of the superior officer and let him take a decision.**
- (ii) You can seek his advice in writing or on phone.**
- (iii) You can consult your predecessor/colleagues, etc, and then decide what to do.**
- (iv) You can find out if any alternate plot can be got in exchange and then send a comprehensive written report.**

Can you suggest any other option with proper justifications?

Q40. You are recently posted as district development officer of a district. Shortly thereafter you found that there is considerable tension in the rural areas of your district on the issue of sending girls to schools.

The elders of the village feel that many problems have come up because girls are being educated and they are stepping out of the safe environment of the household. They are of the view that the girls should be quickly married off with minimum education. The girls are also competing for jobs after education, which have traditionally remained in boys' exclusive domain, adding to unemployment amongst male population.

The younger generation feels that in the present era, girls should have equal opportunities for education and employment, and other means of livelihood. The entire locality is divided between sexes in both generations. You come to know that in Panchayat or in other local bodies or even in busy crossroads, the issue is being acrimoniously debated.

One day you are informed that an unpleasant incident has taken place. Some girls were molested, when they were en route to schools. The incident led to clashes between several groups and a law and order problem has arisen. The elder after heated discussion have taken a joint decision not to allow girls to go to school and to socially boycott all such families, which do not follow their dictate.

- (a) What steps would you take to ensure girls' safety without disrupting their education?
- (b) How would you manage and mould patriarchic attitude of the village elders to ensure harmony in the inter-generational relations?

