



**An Institute for Civil Services**

**IAS TOPPER'S**

**TEST COPY**

**SHOBHIKA PATHAK**

**RANK - 248**

**GENERAL STUDIES  
PAPER - IV**

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Time Allowed: 3 hrs.

Max. Marks: 250

Q.	Marks	Instructions to Candidate
1.		<ul style="list-style-type: none"><li>• There are 19 questions.</li><li>• All questions are compulsory.</li><li>• The number of marks carried by a question is indicated against it.</li><li>• Answers to questions no. 1 to 13 should be in 150 words, whereas answers to questions no. 14 to 19 should be in 250 words.</li><li>• Keep the word limit indicated in the questions in mind.</li><li>• Answers must be written within the space provided.</li><li>• Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.</li></ul>
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Name SHOBHIKA PATHAK

Roll No. \_\_\_\_\_

Mobile No. \_\_\_\_\_

Date \_\_\_\_\_

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2. Invigilator Signature \_\_\_\_\_

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REMARKS †

**GS SCORE**  
GS MAINS TEST SERIES 2020

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## Section - A

- Q1. "Corruption may often include cases of conflict of interest, but not all cases of conflict of interest are cases of corruption". Elaborate. (10 Marks)

Corruption refers to illegal remuneration by misusing one's position of power. It is one of the biggest ills plaguing our administrative system. *Give example such as bribes etc.*

Conflict of interest arises when one's own selfish private concerns are in contradiction to the general interests of public welfare. *existence of multiple role obligations?*

Civil servants often face conflict of interest in the discharge of their duties. This makes them succumb to forces of corruption at times. E.g. completion of a road construction project on which the promotion relies. But the contractor uses poor quality material, thus compromising public safety for

personal gains.

However, conflict of interest not always result in corruption.  
eg. Denying benefits of PDS to an old couple due to lack of requisite documents.

Also in case of conflict of interest, person has to choose between right act or corruption.

Therefore, corruption essentially involves lack of honesty & integrity in times of ethical dilemma. The people with weak value system succumb to this conflict of interest in favour of their private concerns - thus leading to corruption.

Discuss how one should deal with conflict of interest.

3½

Q2. "Where the roots of private virtue are diseased, the fruit of public probity cannot but be corrupt". Explain this statement in the context of working civil servants. (10 Marks)

As per Thomas Aquinas, in case of any conflict of public vs. private interests, priority must always be given to public interests. This is also in accordance with the principle of Utilitarianism that serves to achieve maximum good.

Discuss what is private virtue.

Probity in governance refers to non-compromising <sup>& strict</sup> adherence to civil services values like honesty, integrity, accountability etc.

Civil servants often face conflict of interest wherein their private concerns are in contradiction to public welfare. This ethical dilemma however, must be identified & dealt

with transparency to ensure probity in Governance.

eg. ① Recusing yourself from an Interview Board, where your own brother is a candidate.

② Not acquiring positions of power where one's decisions may be affected by external obligations  
eg. Being a Chairman of Tax Board, ~~when~~ while also being a shareholder in a private firm.

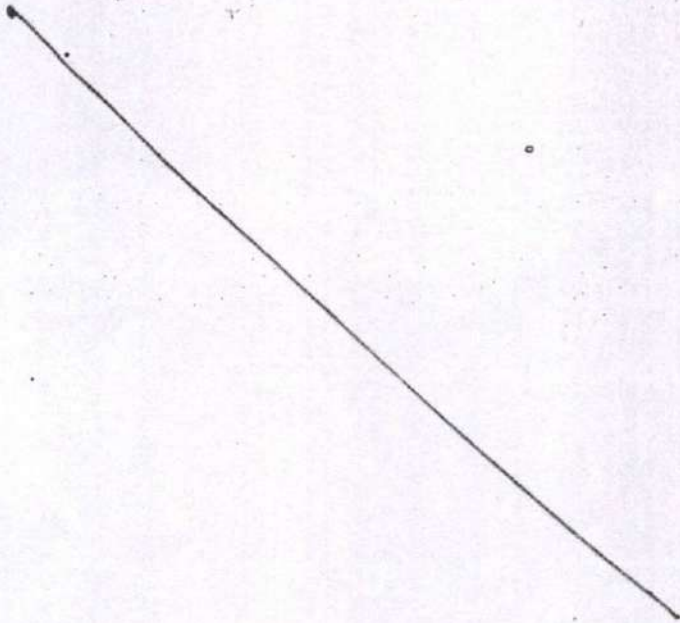
Thus, if the private virtue or selfish interests are given precedence over public service values, probity shall be compromised.

→ we both <sup>same</sup> things?  
Here you have to relate private virtues with probity in governance.

(2)

- Q3. "Utility is considered as the ultimate appeal on all ethical questions". Analyse.  
(10 Marks)

Q4. What is ethical dilemmas and how Utilitarianism can help while dealing with ethical dilemmas? (10 Marks)



Q5. "Whole is prior to part versus part is prior to whole". Explain.

(10 Marks)

01 8 8

Q6. Imagine you are being asked to assist with your society-wide campaign to increase mask. How would you create an effective campaign? (10 Marks)

The recent COVID pandemic has necessitated new norms of social behaviours like wearing masks, maintain social distancing etc.

Thus, an effective campaign to 'navigate' the new normal' would entail:

1. Popular support of local leaders like political representatives, ~~Sarpanch~~, children of society, members of the management etc to create social influence.

2. Persuade people by for wearing masks by door to door awareness using pamphlets.

3. Organise street plays & skits with the membership of elderly, children & adults so as to encourage responsible behaviour.

4. Use of 'tugge principles' like naming & shaming of people will also act as a ~~motivator~~ & deterrent respectively.

5. Award those who display full cooperation with tiny goodies like hand sanitiser, free masks etc.

*punishment to those who don't?*

6. Set up vigilance teams in the society community to report cases of non-adherence.

(4)

Above all, the new norms must have to be internalised by people for them to be truly effective. Parents can play an important role in this regard.

Q7. What is social intelligence? How it is relevant for working civil servants?

(10 Marks)

Social intelligence refers to the knowledge of different customs, traditions & practices of a society. This helps us accept diversity & become a part of the society.

Also knowledge of self & other needs etc.?

Relevance for civil servants

1. Helps in greater acceptance of any new policy by the people.
2. Helps bridge the trust deficit between citizen & administration.
3. Helps understand the different concerns of different sections of population like disabled, children etc.
4. Makes the bureaucrat more empathetic & sensitive to the needs of society.
5. Ensures citizen-centric approach.

build amicable relationship, listening skills, awareness of needs etc.

Remarks

Thus, social intelligence requires the use of different tactics, like social influence, persuasion, knowledge of vernacular language, emotional intelligence etc to become an important asset to the society.

(3½)

- Q8. Examine how moral values differ from people to people? Does multiculturalism supposedly make us more tolerant of other culture? Examine. (10 Marks)

Morals are the standards by which an individual judges an action as right or wrong. They are essentially the part of ethics that are based on the value of goodness eg. Respecting elders.

As per Aristotle's moral relativism there is no absolute right or absolute wrong. Reality lies in the middle grey zone. This results in different morals for different people.

eg. While the practice of genital mutilation may be moral for Dawodi Bohra tribes, it is immoral when seen from the perspective of an educated & modern democrat.

This results in adopting an attitude of multi-culturalism & the acknowledged.

gement, acceptance & respect for different cultures of different people. This makes us more tolerant of the diversity and helps in social cohesion, especially in countries like India with vast linguistic & cultural diversity.

eg. ① A civil servant must be tolerant to the beliefs & practices of people in his region & make policies suited to their context.

② India has adopted the policy of Tribal Panchsheel and accords special privileges to STs.

However, multiculturalism can also be a source of conflict due to notions of superiority or inferiority eg. Recent Black Lives Matter. Nevertheless, one must strive to respect different 'norms & cultures'.

↳ Establish how multiculturalism is related to tolerance

4

Q

R

Q9. Critically evaluate Aristotle's doctrine of mean as the key to the happiness. How this doctrine is relevant for us in living day-to-day life? What is its relevance for a working civil servant? (10 Marks)

According to Aristotle, real happiness lies in perfecting the golden mean between 2 vices i.e.

- ↳ Vice of <sup>V/S</sup> Minimal (leaving everything to fate or God)
- ↳ Vice of Excess (too much indulgence)

For example: self-regulation is the golden mean between ~~non-indulgence~~ <sup>carelessness</sup> and asceticism.

This is possible if we possess

1. Intellectual virtues like prudence, wisdom, practical knowledge, ability to convince others etc.

2. Moral virtues like honesty, empathy, ability, love etc.

Relevance in day to day life:

- In today's era of materialistic societies, we indulge in conspicuous consumption like changing smartphones

frequently, having pizza everyday. However this gives rise to hedonistic tendencies which not only create relative deprivation in class societies but also harm the environment. e.g. Dyson hole due to CFCs. Thus, ~~val~~ values like CSR, philanthropy etc help us attain the 'golden mean'.

### Relevance for a civil servant

The golden mean of Aristotle helps resolve ethical dilemmas often faced by civil servants like:

→ Secrecy v/s Accountability  
(ISA 1923) (RTI)

→ Legality v/s Morality

→ Rule orientation v/s Outcome orientation

Do you think that golden mean helps in being more result oriented etc?

The v/s (contradiction) must be replaced with + (combination) for a judicious balance. e.g. Disclosing information to public on voluntary basis & non disclosure only in case of public interest.

(4)

Q10. What is code of conduct? Should the guidance to public officials be a code of ethics or a code of conduct? (10 Marks)

Code of Conduct<sup>(CoC)</sup> is a set of guidelines that prevent negative behaviour & help regulate the conduct of civil servants in society.

The Civil Services Conduct Rules, 1964 is essentially a CoC with rules like:

1. Civil servant should not accept any gifts (ensures integrity)
2. Should not display any party symbols or show any allegiance to any political party (ensures non-partisanship)
3. Should not acquire any financial shares without permission from government
4. Should declare their assets annually.

Code of Ethics (CoE), on the other hand, is a set of normative guidelines that

must be voluntarily adhered to. It is aspirational.

As per the recommendations of 2<sup>nd</sup> ARC, the Public Services Code for civil servants must be a combination of CoC & CoE. It is a judicious mix of rules that prevent any misconduct along with values that must be aspired like empathy, compassion, integrity, honesty etc. This shall ensure that civil servants can discharge their duties effectively so that there is probity in governance.

Compare  
Contrast  
COC &  
COE  
briefly

(14)

Q11. The Karmayogi Mission is at best a small step towards preparing the administration for future challenges. Critically analyse. (10 Marks)

The karmayogi mission aims at capacity building of civil servants for better & more efficient delivery of public services.

Preparing for future challenges:

1. Continuous training of ~~civil~~ civil servants using online modules will ensure constant learning, relearning & unlearning.
2. Move from compartmentalisation to working in silos towards a comprehensive & multi-directional approach.
3. Central role of Prime Minister in maintaining the opinion level of administration (PM-Human Resources Council) *Discuss various programs & schemes under the mission.*
4. Focus on outcome orientation rather than ~~rule~~ orientation. This

shall ensure that there is no goal displacement due to rigidity of procedures.

In this way, Mission Karunayogi aims to ensure that the civil servant is empathetic to the needs of society, especially the vulnerable groups. Further, the emphasis is on Nishkam Karma i.e. selfless devotion to duty while ensuring adherence to civil service values for probity in governance.

Could you compare this with previous such attempts etc?

(3½)

Q12. Lateral entry into higher civil services has lost steam after a good beginning. Critically Examine. (10 Marks)

The traditional structure of civil services was sought to be modernised by way of lateral entry into higher positions like Joint Secretary, as per orders by Ministry of Personnel in 2018.

Benefits of lateral entry:

1. Helps provide outside perspective on several issues
2. Bureaucracy can gain from the expertise & of private sector
3. Move from generalisation to specialisation for effective delivery of services & formulation of policies.
4. Act as a healthy competition for other civil servants & challenge their status quo attitude.

However, the attempt has lost steam mainly due to the following challenges:

1. Apprehensions from bureaucracy as private sector is essentially profit oriented, contradictory to the service-orientation required in civil services. lack of experience, training, less numbers etc could be the reasons?
2. The suggestions by civil servants are closer to ground reality since they have years of experiencing with the public. etc could be the reasons?
3. The status quoist attitude acts against any sharing of power.

Thus, the need of the hour is to reform the 'Steel frame of India' in conformity with the changing needs by bringing additional expertise & creative inputs from outside. Additionally other strategies like deputation of civil servants to private sector may also be considered. (3½)

Q13. Ethical considerations must precede the shift towards a data driven model of governance. "Examine". (10 Marks)

The data driven model of governance essentially implies the use of ICT (Information & Communication Technologies) as part of e Governance mechanisms for delivery of public services.

Though data driven model of Governance ensures 'Minimum Government & Maximum Governance' there are ethical considerations since 'data has become the new oil'. Challenges include:

1. Issues of compromise of citizens' privacy due to increased state linking surveillance. eg. Recent order linking Facebook account with Aadhaar. ~~Cambridge Analytica~~
2. Undermines the functioning of a democracy due to fears of data breach, using data for predicting people's voting pattern etc. eg. Cambridge Analytica case.
3. Issues of digital divide as the poor faces lack of 3As (Affordability, Availability

Discuss how this model helps in this.

2 Accessibility) of internet technologies.  
 Eg. Only 29% of women use internet in India as per UN.

Therefore, ethical considerations must precede data driven model.

National security  
 confidentiality  
 etc.

Way Forward:

1. GDPR by EU provides for 'right to be forgotten'
2. Debates on Data Protection Bill in India.
3. Triple Test of Proportionality as used in Aadhaar judgment (2017)
4. Balance trade liberalisation with issues of data localisation.
5. Security concerns due to online radicalisation eg. ISIS using facebook to recruit members.

Since technology is a double edged sword, we must ensure that the sin of 'science without humanity' is not committed (Gandhiji). Ethics must be given primacy before data driven efficiency.

## Section - B

Q14. In a vaccination programme you are made the officer in charge of the campaign and the team members would have to be guided and led by you. You are answerable for any lapse and misdemeanour. To ensure the campaign runs perfectly, enumerate the five most important check list which you would ensure before the members of your team reach out to households. Also explain why have you chosen those precautions in your check list.

(20 Marks)

As a responsible officer in charge of the vaccination programme, my endeavours would be to ensure that the health concerns are addressed in an inclusive & equitable manner. This requires effective leadership skills on my part to motivate my team to carry out the given tasks in an 4Es manner i.e. Economic, Efficient, Effective & Equitable.

In this regard, I would make sure that the 5 below precautions are followed in letter & in spirit:

1. Comprehensive baseline study:  
Before the teams set out for vaccination.

Remarks

programmes, it is important to get an overview of the on ground reality. This will help us identify the vulnerable groups among the population like children, elderly, ~~disabled~~ etc.

2. Prepare a priority plan in consultation with the district administration: This will help us get the necessary resources (both human as well as monetary) for smooth conduct of vaccination plan.

3. Mobilise support from local leaders like popular religious gurus, famous personalities, political representatives etc. This social influence will help us.

tackle the challenge of vaccine hesitancy in the population. They should be sensitised about the ~~need~~ to vaccinate to prevent disease outbreak & ensure safety & health for all.

4. Seek cooperation from local civil society groups to run awareness campaigns in the region. This will ensure the necessary footfall for vaccination. It will also help in ensuring that the benefits of vaccination, government strategies etc are all well understood by the people as their support is of utmost importance.

5. Lastly, I shall advise my team to use tactics of emotional intelligence like patient listening, speaking politely etc to make sure that the right intentions of the programme are highlighted. This will also help bridge the trust deficit and make people partners in progress.

Therefore, the above sequence of precautions shall be followed. I shall also lead by example by working closely with people on ground & inspire them to be empathetic & responsible.

Do you think you must ensure proper storage of women members route scans etc.

(87)

Q15. As adviser to the Minister of tribal affairs you have, among others, an "agenda of modernization" of the tribal people. When giving recommendations to the minister on various steps need to be taken for modernization of the tribal people what difference of approach would be required in this case from an agenda of modernization of general population? Enlist specific priorities for modernization of the tribal population that you would like to recommend to the Minister and justify your points. (20 Marks)

According to SECC 2011, tribals account for around 8% of the total population. Due to their distinct cultural practice & history of isolation from mainstream society, a "one size fits all" approach is not advisable for modernisation of tribal population.

In this regard, I shall be guided by the policy of Tribal Panchsheel as highlighted by Prime Minister Nehru. The core principles of this policy along with my prudent suggestions are highlighted as follows:

1. Respect for tribal culture & practices: The unique traditions of tribals are a vital part of our composite culture. As a responsible advisor, my aim should be

to conserve the heritage & give respect to all vulnerable groups, as enshrined in the fundamental duties of constitution. Therefore blind adoption of technologies and ~~for~~ general population will bring forced homogenisation of culture. This may even cause backlash in form of tribal revolts. Thus, tribal society must be made aware of the fact that government intends to value their customs, as long as within the limits of law & constitution.

2. Seek support from local leaders to develop capacities & skills among the tribal population. The education curriculum should be made relevant to the tribal society needs & in their own language, as recommended by Xa'Xe committee. Support of civil society may be sought to train women for forming Self Help groups to sell bamboo artifacts. Moreover, the unique dances & martial arts may be encouraged on a national platform to boost the confidence of tribals & protect their endangered traditions.

3. Tribal lands & rights in land & forest shall be respected. The compulsory acquisition by state, since right to property is no longer a fundamental right, is often resorted to ensure public service delivery. However, the tribals often face the brunt of forced displacement due to development. Sufficient measures should be taken to ensure livelihood opportunities & skill training for gainful employment post relocation.

Discuss  
actions  
such as  
financial inclusion,  
agriculture  
techniques  
etc.

4. The development indices must not focus on the money spent but the equitable nature of positive outcomes. Thus, apart from gross enrolment of students, their learning outcomes & employability must be focused upon.

5. A bottom-up approach must be followed by effectively engaging with the tribal community to understand & respect their distinct challenges & needs.

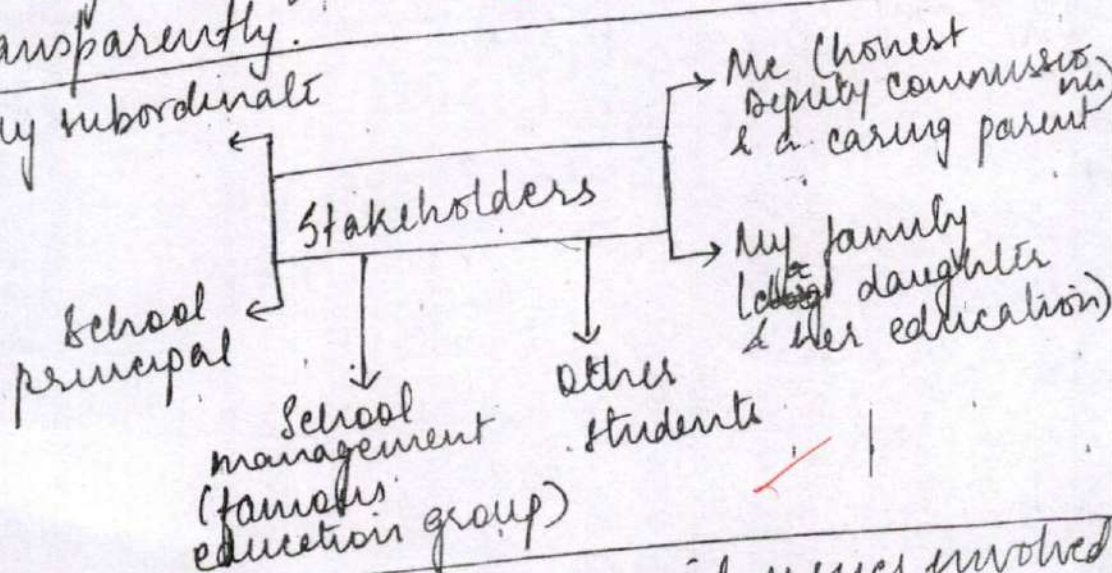
Lastly, the general population must be sensitised towards the cause of tribal development. There must be greater acceptance of special treatment accorded to tribals for an inclusive & sustainable development.

87

Q16. You are posted as the Deputy Commissioner (Assessment) of Income-Tax in a city. You have been given this important and sensitive posting because of your reputation and competence. Your family has joined you. You are worried about the school admission of your five-year-old daughter, who has to change school in the middle of the academic year. Fortunately, the best school in the city, which is run by a famous educational group, is ready to offer a place to your daughter. You quickly admit her in the school. A week later, your subordinate discovered that the school is involved in huge tax evasions and has sent a show cause notice to the school. The school managing trust has lodged an appeal against this assessment. School management expects you to do something about it. The school principal calls you and requests you to consider the school's appeal. What are the options before you? (20 Marks)

The above case highlights the ethical dilemma often faced by civil servants wherein the conflict of interests (personal v/s public welfare) makes it difficult to fulfil the obligations. However, conflict must be clearly identified, stated & dealt with transparently.

My subordinate



In this light, the ethical issues involved in the case are:

1. My concern for daughter's education in an unobstructed manner.
2. My integrity & professional ethics in

discharging my duties in an important position.  
3. Trust reposed by the school authority in giving admission to my daughter.  
4. Unethical practices of tax evasion by the school authorities. 'Commerce without morality' - a sin as per Gandhi.

The various options before me and their merits & demerits are highlighted below:

1. Bow down to school's request and ask the subordinate to withdraw notice.

Merit

- Reciprocating favour & trust of school management
- Daughter's education in no jeopardy.
- If my family comes to know, they may support me as a one-time exception

Demerit

- Sets a wrong precedent before my subordinate, as he will question my professional competence.
- Cognitive dissonance by not listening to conscience
- In conflict with laws
- 'Commerce without morality' - sin as per Gandhi

Simple or tax evasion  
corruption  
& conflict of interest

2. Continue the investigation & reprimand the school authorities.

Merit

- Professional integrity
- Upholding rule of law

Demerit

- Daughter may face issues & bullying at school. She may even have to change the school.

The above 2 are win-loss situations. My endeavour would be to arrive at a win-win situation. I would do the following.

1. As per my due diligence, I shall let the investigation carry on and ask the school authorities for an explanation of the lapses.

2. I shall also have a conversation with the Principal and advise him/her of the grave consequences that the school may face if the news goes to public. The social image of school & trust reposed by parents shall be lost. Thus, I shall provide him with decent amount of time to ~~for~~ make the necessary payments that are due and also pay penalty for the amount not disclosed.

3- If the school authorities do not adhere to my request, I shall carry on with legal action against them. Further I shall advise my daughter to change the school as 'knowledge without character' is of no use. I shall not be accomplice in any illegal activity, as a respect to my organisation as well as my voice of conscience.

As a long term measure, I shall give credit to my subordinate for his good work and also investigate if other schools in the region are in compliance..

Remarks

would you provide special time to him?

8

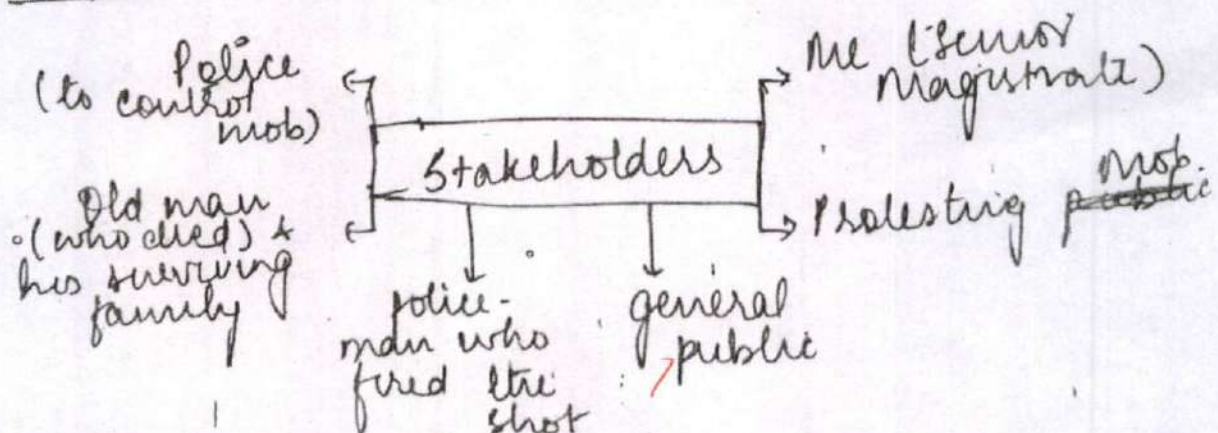
Q17. You are a Senior Magistrate. A violent mob is protesting against price rise, corruption, etc. in your jurisdiction. You have made a prohibitory order under Section 144 Cr P.C. but in spite of your best efforts, the mob is not dispersing rather it has started throwing brickbats. To control the violent mob Police had fired two rounds in air. The mob dispersed due to it but unfortunately one of the bullet hits a passerby old man who was returning after the daylong work in his field. He died on the spot. On verification, you found that he was the only earning member of a family of 8 people.

Answer the following questions on the basis of the above incident:

- Do you justify the police firing? What should have been the ideal way of dealing with the situation?
- What will be the best course of action to compensate for the death of the old person?
- In future if such situation arises, what will be ideal way of dealing with the situation?

(20 Marks)

The above case highlights how sensitive situations, if not handled with right tactics of emotional intelligence, can ~~not~~ cause grave damage. As a responsible senior magistrate, my primary aim should be to ensure law & order while addressing the grievances of people in a responsive & empathetic manner.



(a) The primary duty of police forces is to maintain law & order, especially in times of

a violent mob where the violence can escalate in an uncontrollable manner. Moreover, the law (Section 144) further gives power to the administration to ensure that no unlawful assembly or crowd gathers in an area. Thus, going as per 'rule of law', the police action of firing in the air is justified. However, 'an eye for an eye shall make the whole world blind' - Gandhiji. Even though the angered crowd was throwing brick bats, the police authorities have sufficient gears to protect themselves. Further, the protesting public has the right to voice their concerns in a democracy. Thus, the action of firing, from the perspective of 'liberalism', is not justified.

Other ideal way of dealing could have been firing water shots at the protesting crowd.

Moreover, the police should have given warnings to the crowd before taking any action. Other innovative measures like singing national anthem (eg. by IPS officer in Bangalore during CAA protests).

(b) The surviving family of the old man must be given justice as they are suffering for no fault of theirs.

The best course of action would be:

1. Ask the police forces to empathise with the family members. Further, the protesting crowd should also express their apology.

Discuss other methods that could have been adopted.

2. The police staff and the protestors can be asked for a voluntary donation for immediate relief. Even crowd funding may be resorted to.

ex-gratia compensation by Govt.

3. The administration can explore any vacancies in the police headquarters or elsewhere where any other adult from the family may be employed as a peon, security guard etc.

4. Lastly, the family should be advised to not heed to populist sentiments & report to the media as it would yield no good. Moreover, an investigation must be sought as to why the old man was working despite a curfew in the region. The employer must also give compensation in cash and/or kind.

(C) The likelihood of such mob violence <sup>will</sup> be high if the structural issues like corruption & price rise are not addressed. The ideal approach would be:

1. Setup an Inquiry Committee to address public grievances.

2. Form Social Audit Committees with relevant stakeholders including NGOs to audit public welfare programs.

Do you think community policing may help

3. Speak to the political leaders to push for investments in the region by offering incentives to setup industries for development.

4. Promote cooperatives & self-help groups.

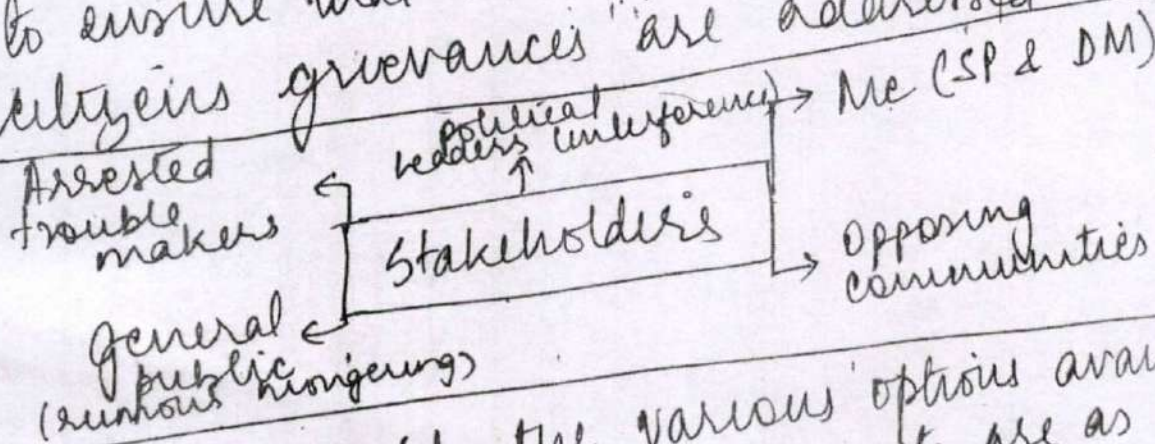
5. Focus on transparency & accountability in administration.

Lastly, emotional intelligence tactics shall be used in dealing with protesting mobs.

Q18. You are a Superintendent of Police and a communal violence has occurred in your region. You have taken prompt action by ordering immediate arrest of trouble makers. Though the situation has improved 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).

- (a) What are the options available to you?
- (b) Evaluate each of these options and choose the option which you would adopt, giving reasons. (20 Marks)

As a responsible Superintendent of Police (SP) & Head of District Administration (DM), my endeavour shall be to ensure that law & order is maintained in the region. Further in keeping with the values enshrined in the Constitution of secularism & my own civil services values of empathy, tolerance, leadership etc, I shall strive to ensure that rule of law is upheld & citizens grievances are addressed.



In this light, the various options available to me & their merits & demerits are as follows:

1. Impose section 144 of CrP in the region
- Merits:
- This will prevent any unchecked movement of people due to strict curfew measures.

- It will ensure that the administration gets time to deal with issues of essential supplies & also give time to rest to communal tensions.

### Demerits

- This will be a short term measure.
  - Ensuing public discontent can aggravate into another crisis.
  - Compromise with public welfare.
2. Ensure that the political interference is curbed by strict vigilance

*Soundness of regular criminal etc?*

### Merits

- Helps prevent any unnecessary push to arouse violence
- Restore normalcy quickly
- Responsiveness of administration

### Demerits

- Invite sanction from leaders leading to transfers
- Instill fear in public, which may even protest due to severe vigilance.

3. The ideal approach would be a judicious mix of the above 2.

- Speak to the local political leaders of both communities. Ask them to cooperate for the larger public welfare, as 'politics without principle' is a sin as per Gandhi.

- This will instil public confidence & reduce communal tensions.
- Seek cooperation from civil society to ensure supply of essentials to needy people.
- Use of technology to detect any fake rumours via whatsapp forwards etc.
- The police forces must be stationed in different locations in casual wear to report any mischievous conduct.

internet  
shutdown  
etc.

• Seek public cooperation for community policing. Make people understand that those violating the law shall be punished. Further, rising cases of communal violence shall generate negative outside perception and deter investments in the region. Thus, people must cooperate & show tolerance for mutual benefit & progress.

social &  
community  
policing  
etc.

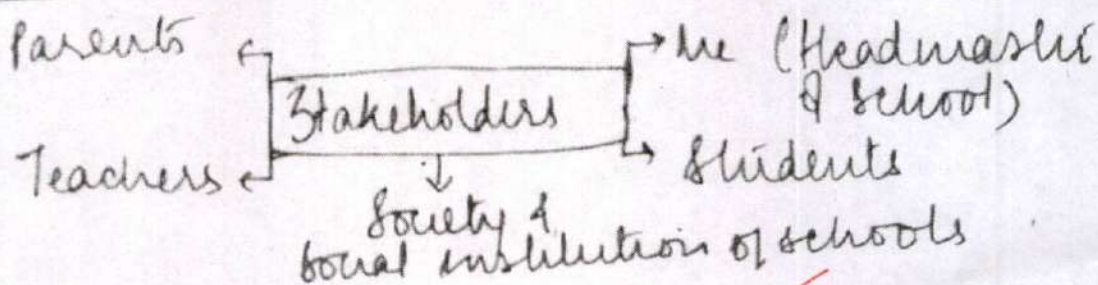
- Lastly, the district administration must ensure that the movement of migrants is in an organised manner & not haphazard. This requires inter-departmental coordination.

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In the long term, positive strategies of behavioural change shall be used. Like social persuasion by famous religious leaders, solidarity among school children etc to build a secular outlook among people.

Q19. You are the headmaster of a school where the teachers are indifferent and not punctual to their duties, even students are not much interested in academic activities and parents are least interested in the educational outcomes. You are deeply concerned because you think that 'if schools fail as learning institutions, a nation and its destiny are sure to fail and crumble'. Enumerate a list of effective steps you would take to generate interest and motivation among teachers and students for better learning outcomes. (20 Marks)  
Justify your actions.

Education is a life long process. It is a systematic attempt to ~~broaden~~ our horizons by acquiring knowledge so as to contribute effectively to society. However, in today's day & age, the materialistic society places less importance on education. There are issues of commercialisation of education, lack of ~~and~~ internal motivation & desire of instant gratification that lower the importance of education in our lives.



As a responsible headmaster who is deeply concerned about the future of children as well as the declining role & significance of education, I shall strive to harmonise the interests of all the above stakeholders.

Remarks

In this regard, I shall take the following steps to improve learning outcomes & generate interest:

### 1. Teachers

- I shall call in a meeting of the teaching staff & highlight the declining performance of our school in academics.
- I shall advise the teachers to use creative methods of teaching by reforming their pedagogy. For this, a workshop may be conducted to appraise them with latest technologies like animal videos, tables, art & craft that can increase the retentive capacities of children.
- Further, I shall ask the teachers for a 'continuous & comprehensive Evaluation' of students in both academics & extra-curriculars like sports, dance etc.
- In order to increase the morale of teachers, I shall offer a pay hike and link further increments to their performances.
- In effect, Kautilya's strategy may be resorted to:
  - Daam (motivation/permission)
  - Dand (pay cuts)
  - Bhed (constant inspection to evaluate performance)

Students: In order to harness the growing demographic dividend, educated youth & children are most important. This shall require:

1. Blend of classroom learning with sports activities, seminars, presentations etc. by students to increase their theoretical & practical knowledge.

2. Use of innovative forms of punishment like planting of 10 trees for non completion of homework.

3. Identify top performing students & reward them with prizes & like scholarships, free trips etc so as to inculcate healthy competition among students.

### Parents

1. Since family and parents are the first stage of socialisation, the children usually consider parents as their role models.

2. Regular parent teacher meetings to make parents aware of their child's progress.

3. Projects involving parent participation like 'Selfie with son', 'Interview with mom', 'Cooler with mom' etc may be conducted regularly.

This shall ensure that Dr Kalani's vision of a society where parents & teachers shape the destiny of a nation is in the right direction.

Some innovative way of teaching etc.

Good approach!

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