

ETHICS, INTEGRITY AND APTITUDE

Time Allowed: 3 hrs.

Max. Marks: 250

Q.	Marks	Instructions to Candidate
1.		<ul style="list-style-type: none">• There are 19 questions.• All questions are compulsory• The number of marks carried by a question/part is indicated against it.• Content of the answer is more important than its length.• Answers must be written in the space provided. <p>Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.</p>
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SECTION - A

Q1. The best leaders don't act with a sense of superiority; they act with a sense of empathy. Explain and answer the following questions:

- (a) Does emotional attitude such as a sense of empathy in leadership and management act as obstacle to professionalism, teamwork, partnerships, and collaboration.
- (b) Explain the statement- "To perceive is to suffer."

(75 Words Each) (5×2=10 Marks)

(a) Leadership means taking everyone along and not being the solitary head of an organisation. A leader is the prime server and not the prime head.

Empathy is an important constituent of leadership as it leads to understanding of situations, which can help providing alternatives, ensuring that individuals are catered to, along with long term goals.

In the short term, it may provide roadblocks to professionalism, teamwork, etc but in the long run, it is an asset that ensures loyalty, committed behaviour and attachment towards one's unit.

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Eg. I may require work to be done by a certain time and professionalism requires it to be done anyhow, but empathy may understand one's ill health and give a temporary reprieve, to return stronger later.

(b) To perceive means to gauge the intimations and the subtleties of an event / happening in its context.

It may give way to empathy and compassion and hence, to some extent, suffering. Eg. if I perceive an accident on the road and am on my reluctant emotions, I may suffer the whate of the police authorities in giving evidence etc.

Similarly, I perceive begging on a red light by young children and it may lead to my own suffering due to my compassion.

Remarks

Q2. "Let the beauty of what you love be what you do because that is the only way to do a great work." Explain and answer the following question: Why loving one's job is essential for our entire society and for our overall well being? Elaborate with example. Will the EI training help in inculcating this attitude? (150 Words) (10 Marks)

Loving one's job is essential for our own well being and ultimately, for the society, because it has a cascading effect which spirals into a way of living, and blowcases itself in the happiness quotient prevalent in society.

• Work requires effort and if one does not like what one does it becomes burdensome and one doesn't enjoy it. It affects efficiency and effectiveness and the output also suffers. It leads up to a spiral of inefficiency and reluctance.

For eg. a cricketer who also loves to play cricket and plays not only because of his father, is

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more likely to be happy playing it and also doing well at it. In this way, he will give it his best, as it is what he loves. Resultantly, he'll contribute towards the sport also, and society will benefit.

EI training can help someone to some extent, but the natural fondness / love for one's work must come from within. EI training can help generate the emotions that will equip a person to have the environment desirable for loving one's work, but only to that extent. EI can sensitize, but can't generate love for something one doesn't enjoy.

Remarks

Q3. Consider the following statements and explain how these are the best recipes for administrative decisions and actions:

- (a) "When I step into the river for the second time, neither I nor the river are the same."
 (b) "Fit no stereotypes. Don't chase the latest management fads. The situation dictates, which approach best, accomplish the team's mission."

(75 Words Each) (5×2=10 Marks)

(a) Experience has a value of its own, especially in administrative decision making. Previous attempts at decision making would render me with experience of success or failings, and a repository of guidance for future actions. Similarly, the result of those actions would be a changed context requiring a different remedy.

For eg: as a ~~man~~ ^{man}, my previous handling of a flood situation will equip me better to be ready & deal with another flood. Also, the town will have recuperated and be different from last time.

Remarks

(b) This statement especially suits civil / administrative set up, where situations differ every time, as opposed to simple management issues, where prescribed solutions suffice for less diverse problems.

Administration presents a new challenge every time due to society's unique blending of various factors.

Therefore, unique, innovative, case to case solutions are the order of the day. This promotes out of the box thinking, outside the standard rule book prescriptions.

Remarks

Q4. Do you agree that as the Internet of Things advance, the very notion of a clear dividing line between reality and virtual reality becomes blurred, sometimes in creative ways? Explain the following questions related to the above statement:

- (a) In the Internet of Things, our senses give us an incorrect picture of the world, a picture that does not tally with our reason.
- (b) Discuss administrative challenges in the era of information and misinformation in the cyber world and its impact. (75 Words Each) (5×2=10 Marks)

(a) The Internet of Things has indeed made the world an endless idea of imagination, where the actual and the virtual are intertwined, to such an extent, so as to make us lose track of what is virtual and what actual.

Artificial Intelligence and Virtual Reality mix the two and take us into an unreal world, as it doesn't correspond with reality. It's spread thousands of hours of science displays its wings of imaginative ability of humans. It can be self-defeating in nature.

Remarks

(b) The primary administrative challenge is to separate the true from the untrue. Eg. 'False news' is all over the cyber space and has had such a large impact even in the USA Presidential elections.

Another challenge is data security and data theft, which is the new oil in the modern world. Big Data hinges on privacy & security.

Ransomware and malware attacks hold governments ^{to} ransom. Hence protection against cyber attacks is a challenge.

Using internet as a method of diplomacy is also a challenge.

Remarks

- Q5. "If you concentrate on what you have, you'll always have more. If you concentrate on what you don't have, you'll never have enough". Discuss this with respect to the Attitude of gratitude. How this sense of attitude is relevant with respect to the working of the civil servant? (150 Words) (10 Marks)

As a civil servant, this statement focusses on building upon the commissions, rather than highlighting the omissions. The attitude of gratitude helps an administrator appreciate and consolidate the present achievements, while keeping an eye on the future objectives.

Focussing on what you don't have lets us not concentrate on the present situation at hand and rather look out for an esoteric challenge. In the process, the present situation also slips away, creating a spiralling effect of no work done.

Remarks

The attitude of gratitude further
enables a civil servant to be
rational, with clear objectives and
a plan towards achieving those
objectives.

Remarks

Q6. Attitudes are contagious, however bad attitudes compound faster than good ones. Do you agree with the statement? Discuss with respect to the present administrative culture. (150 Words) (10 Marks)

Attitudes are our prevailing viewpoint and response system to varying situations. They are a result of our socialisation at family, school, university and society levels. Attitudes are uniform and hence, contagious, especially in light of social acceptability.

Bad attitudes do compound faster than good ones because they are easy to follow, may display some love heroism, and seem attractive. Moreover, they ignite our tendency to diverge from righteousness.

For eg. corruption in civil service is a bad attitude that spreads.

Remarks

faster than honesty and integrity,
as it is easier method to follow,
with short term gain to oneself,
and a shortcut to achieving
desired objects in life.

• Hence, we need to hunt out
bad attitudes faster than propel
good ones, if not at the same
pace.

Remarks

Q7. Our society is not generally geared towards encouraging us to feel our emotions, instead people use various methods such as eating, drinking, smoking, taking medications, exercising obsessively, or working excessively as ways to ignore their emotions. Answer the following questions related to that:

(a) Family, friends, teachers, etc teach us to engage in coping behaviours rather than exercising emotional intelligence. Do you agree? Do you think this is leading to rise in crime rate in the society?

(b) According to the studies expressing, understanding one's emotions have been credited with increasing one's happiness, then also why society looks down on those who expresses them freely.

(75 Words Each) (5×2=10 Marks)

(a) Disturbing emotions and feelings is ^{often} seen by family, friends, teachers, ~~etc~~ as a sign of weakness. Hence, our attitude of dealing with situations is propelled more than providing a mechanism to discuss and address those emotions. Moreover, spreading of emotional intelligence is lacking.

Resultantly, to deal with emotions, external aids like drinking & smoking are adopted, which instead of addressing issues deeper get temporarily numb them. This leads to

Remarks

problems like addiction, and thus a subsequent increase in crime rate in society.

(b) Society looks down on expressing feelings/emotions as they are seen as a sign of weakness. This is because of 'incorrect socialisation' and incorrect prevalent attitudes towards expression.

eg. a ^{teacher} ~~parent~~ says to a boy in school - "don't cry like a girl". This is wrongly associating crying as a weak sign to girls. This leads to incorrect mindsets over years in society.

Remarks

Q8. What do you mean by trustworthiness? How EI can generate trustworthiness in oneself and that of others in you?
(150 Words) (10 Marks)

Trustworthiness is the display of predictably uniform behaviour over time and over changing situations, that generates confidence that the behaviour/response will in fact be the same.

It can be manifested in acts, feelings, emotions during person-person contact, or person-state contact and transcends modes of display.

EI can equip us and others with the tools to ensure constant commitment to belief systems and emotional investment in concepts of right & wrong - which ensures consistency in behaviour.

Remarks

Thus leading to trustworthiness
eg. if display of following rule of
law by judiciary is consistent,
I would trust it more over time

Remarks

- Q9. 'Be not afraid of growing slowly; be afraid only of standing still'. Explain the statement and discuss whether persuasion can motivate others to progress in life or is it intrinsic in nature?
(150 Words) (10 Marks)

The principle of divisibility and discrimination threshold in rights jurisprudence dictates that every step matters points. Hence, growing slowly is much more important than standing still.

For eg. I may have to climb a mountain but if I stand at the bottom just abreasting the table and still in light of the humungous task, no work will be done. Contrarily, if I move one step at a time, I will be one step closer, and will eventually get there.

Remarks

Progress and the desire to progress in life are no doubt intrinsic to some extent, but persuasion plays a big role to motivate others. It provides that last push that a person may need before action. It ~~also~~ adds to EQ and can provide a purpose and guidance to action.

Remarks

Q10. Explain the following quotations with respect to the application of EI in civil services:

- (a) "If you do not understand yourself, you do not understand anybody else".
 (b) Success is not the result of spontaneous combustion. You must set yourself on fire.
 (75 Words Each) (5×2=10 Marks)

(a) EI is required to first understand oneself and one's reactions to various situations, especially in civil services. It is only then can one effectively understand the needs of others and how one can contribute towards others.

Eg. as a DC, I used EI to gauge my response and reactions to situations, which have to be guided by others' EI to have an effective result.

EI is common in understanding the citizens' point of view and acting accordingly.

Remarks

(b) Spontaneous contribution leads to one off event, which may or may not have the desired effect. Further, it is akin to an outside remedy, applying band aid.

Rather, involving oneself in the process leads to compassion, empathy, understanding and a more reinforced desire to find an appropriate solution that is effective and efficient. It involves EI to understand the situation before acting on it.

Remarks

Q11. "For a public servant there is no black-and-white situation, but his reactions or responses are good or bad-whether s/he reacts negative or responds positive to the situation is, therefore, more important." Explain and answer the following questions:

- (a) What is the difference between reacting and responding?
 (b) Are Confusion and Dilemma the natural routes to understand a situation and find solution or obstacles?

(75 Words Each) (5×2=10 Marks)

(a) The difference between reacting & responding is that while in the former, one acts on impulses which may or may not be rational - but in the latter, response is well formed with rationality and proportionality.

eg. in a natural flood, my reaction may be emotional dismay and regret. But response of an administrator will be to rationally deal with relief and rehabilitation works.

Remarks

(b) confusion and dilemma represent the various responses to a situation. They do occur naturally and lead to a better understanding of a situation, which aids in finding an appropriate solution to the problem.

For eg. in a ~~case~~ case of conflict of personal & professional commitments, confusion & dilemma may arise but will ultimately help in rationally weighing options and adopting a correct approach.

Remarks

Q12. As administrators we cannot fight but only negotiate in the world of highly self centered, deceitful and cunning foxes and crocodiles i.e. different interest groups. Do you agree? What needs to be a good negotiator? What are the limitations of negotiating rather than governing?
(150 Words) (10 Marks)

Negotiation is key to effective administration. Fighting will lead to a standstill with a clash of egos and no resultant resolution. Alternatively, one needs to be diplomatically public for one's cause and bargain for the same. Self-preservation, here for citizens is the key.

Good negotiator :-

- keeps larger picture in mind
- knows what to forgo and what not to.
- Astute in arguing and calculating own cause

Remarks

- Gives bargaining terms favourable towards larger party.
- Prevents undue haste to our interest group.

Limitations of negotiating:-

- Primarily, give once take.
- More bargaining, less entitlements.
- can have long term implications in unforeseen events.

Remarks

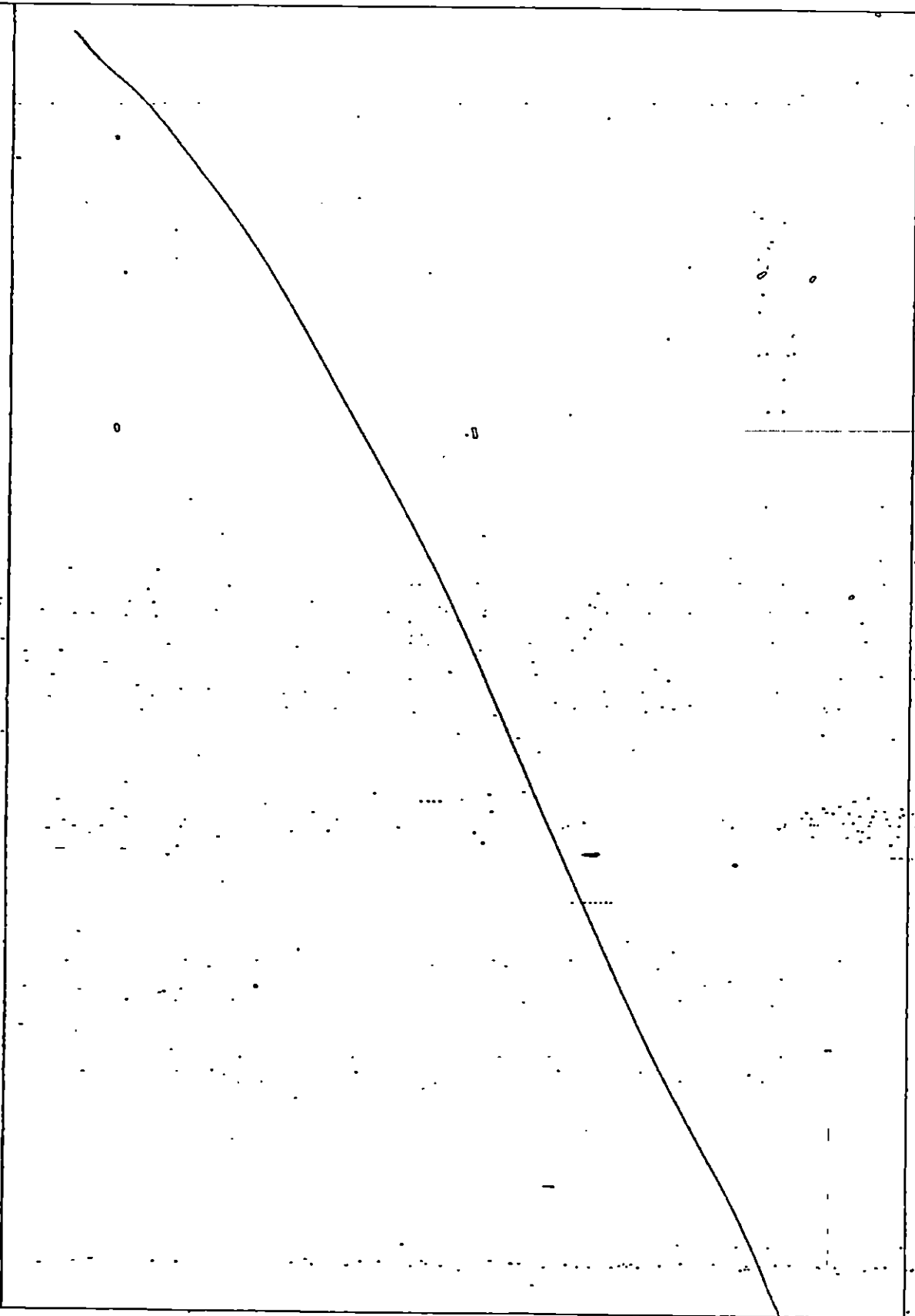
Q13. How does emotional balance help civil servants in taking value judgments and administrative decisions? Discuss with the help of examples.

(150 Words) (10 Marks)

Emotional balance brings stability, uniformity and the ability to maintain one's ~~own~~ calm and composure in trying situations. It is integral for civil servants to maintain predictability and trustworthiness in actions.

Eg. as a de in a natural disaster stricken area, my own family may have suffered. But emotional balance will help me act calmly and rationally, and apply the correct procedures, devoid of favoritism or personal bias.

Remarks



Remarks

SECTION - B

In the following questions carefully study the cases presented and then answer the questions that follows:

Q14. You are a head of Water Supply Board of a district town and in-charge of supplying drinking water to the people. You had a detailed consultation with people regarding a Citizen Charter for water supply services. Based on the requirement and expectations of people, you had a discussion with your subordinates who were little reluctant about the Charter but seeing your positive attitude they ultimately agreed. You committed some hurry in implementation of the Charter and notice the following problems:

1. The quantum of water promised could not be ensured.
2. The quality of water did not improve.
3. One of your key functionaries went on a long leave and you did not get his replacement.
4. The entire blame on the failure of the Charter came on you.

Ponder over the situation and answer the following questions:

- (a) What were the reasons of failure of the Citizen Charter?
- (b) What should have been ideal course of action and why?
- (c) Draw a Citizen's Charter for this case.

(250 Words) (20 Marks)

(a) Apart from the existence of a citizen's charter, the manner and procedure of formulation and implementation of the charter gained importance. The procedure established by law must be followed, which must guard against any bias and violation of principles of natural justice.
 The reasons for failure were :-
 → No consultation with civil society during the formulation process.

Remarks

- The requirements and expectations of people were not effectively ascertained on the ground.
- No experts were consulted during drafting process
- No comments/objections were invited after formulation and before implementation.
- Haphazard implementation of the charter without any sensitization/awareness
- Quantity and quality of water did not improve.
- Personnel management was lacking.
- Haphazard implementation.

(b) The ideal course of action would have been:-

- Invite experts and seek their help in laying down qualitative and quantitative standards.
- Procure technology to monitor standards implementation.
- Invite civil society groups to engage with the citizen charter laying process.
- Put in place an effective dispute/grievance redressal forum.
- Put in place a mechanism for feedback/contributive criticism.

Remarks

c) Citizen's Charter for instant case :-

→ This present charter has been formulated in consultation with and after feedback from civil society organisations.

→ There shall be made available to all, a minimum amount of 'x' litres of water, after determining quality standards by 'y' organisation, accredited by the government.

→ The individuals shall cooperate and assist the water supply board in effective implementation and during times of shortage.

→ There shall be conservation efforts in partnership with citizens.

→ A dispute and grievance redressal forum has been put into place.

→ Comments in this regard are invited from citizens for finalisation of the same.

Remarks

Q15. You are a civil servant and posted at a place with multi-cultural and multi-identity population with one dominant majority group and a big minority group. There arose a dispute on setting up statues of their respective icons in the area, cross claiming the same space. Any casual or delay will cost huge as past history indicates of big conflicts. Election is round the corner so different interest groups are eyeing to reap the benefits and has tensed the environment. Answer the following questions:

- (a) What preventive steps would you take to stop flaring up of a brewing dispute?
- (b) If the dispute flares up and turns violent, what would be your quick measures to contain it?
- (c) How do you react when failure to pre-empt and contain such a situation leads to your suspension?
- (250 Words) (20 Marks)

Q1) My duty as a civil servant entails taking both preventive and remedial steps for maintaining peace and law & order in my area. The preventive steps I would take here are:-

→ Invite representatives of all major groups and hold talks, highlighting the importance of peace and security, apart from social unity.

→ Apprise the SP of the area of the tense situation and seek deployment of police personnel to prevent any violence.

→ Partner with civil society organisations to hold awareness programs like nutcracker natales, etc. to show importance of all icons but preference to none.

Remarks

→ Issue advisories in Newspapers etc on do's and don't's in public spaces and blowcasing huge losses to society in past conflicts.

→ Organise speeches by prominent personalities of all groups to label terrorism,

(b) If dispute turns violent, the quick containing measures would be:

→ Apply section 144 of CrPC and impose localized curfew, with no persons / assemblies of persons to be permitted in common areas.

→ work with the Police, to arrest those perpetrating violence. This will have a deterrent effect on others.

→ Simultaneously, constitute a Committee of Inquiry to determine security lapses. Guilt of offenders will be determined by Judiciary.

→ Use power to block social media temporarily to prevent further spreading of conflicts.

Remarks

(c) When failure to pre-empt and contain the situation leads to my subversion, I would :-

→ Take moral responsibility of failure of executive machinery.

→ Provide support to administration to further assist in dealing with situation, as I'm experienced, knowing my shortcomings and failings now.

→ Provide a defence before the inquiry committee, enlisting measures taken and strategies adopted by me.

→ Present a report of the above to the State government.

Remarks

Q16. A region has been affected by the flood. It has impacted huge population and led to their displacement. Majority of them have no food and shelter. You are an officer in charge for relief and rescue operations in a flood hit area where a big section of youth, not having trust in the state agencies have agitated against the latter demanding secession. However, while carrying out relief and rescue operations, you find out that a select group of youth turns hostile, resorts to stone pelting against the soldiers and also using some violent methods. It disrupts relief operation. Force present on the occasion also retaliates and a few youth got injured in this incident. This further aggravates the situation. One powerful minister suspends two of your team members. Whole team is de-motivated. What options do you have to handle the situation?

(250 Words) (20 Marks)

As an officer in charge of relief and rescue operations, my primary responsibility is to ensure rescue and mitigation of the natural disaster by way of floods. The options available to me are:-

(1) Continue with relief work divorced from social tensions

merit → It will hasten my primary job and reduce secessionist tendencies.

Demerit → Social tensions affect my work also, hence I cannot be oblivious to the situation.

(2) Report the matter to the state government and call for suppression of secessionists and stone pelters;

Remarks

Merit → It will reduce tensions and refocus on relief work.

Demerit → It is temporary as repression would lead up further violence.

(3) Call for interaction between secessionist groups and security forces and make them understand the importance of relief work.

Merit → Talks are best way to ease tensions.

Demerit → It will divert attention from impending relief work.

(4) Way to be adopted

I would, realising the importance of dealing with secessionists and involving them in relief work, request the state government to be more involved in holding talks and addressing their demands and ultimately, relief work is also for them. At the same time, I would request their representatives to support relief for capacity building and re-building the region.

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I would make attempts to involve them in relief work. This will divert their separatist tendencies and lead to constructive work. Turning responsibility on them would calm their nerves and incorporate them into the mainstream, a win-win for all.

Remarks

Q17. Due to fall in agricultural productivity and faulty procurement policy, a marginal family head has committed suicide and left his family and two children, daughter (12 years) and son (8 years). They shifted to nearby city in search of work and ended up living in a slum. Both children had to leave their studies and mother went searching for some household work. Finally she is a maid at your home. She works at your personal residence. One day she felt ill and ask her daughter to continue in place of her. Your wife is an IAS officer and quite busy. She does not have time to take care of old in-laws who needs constant care. Though there is a nurse to take care of them but there is a need of help in small household works also. So she gave consent to daughter of maid to continue in place of her. As she fears that your family may engage someone else and she will loose livelihood opportunity. When you raised the concern, she replied that this is matter of few weeks only, and also saying no will bring them on street. As in such a metro city one cannot survive without work, everything has a cost. You are Mayor of the city.

- (a) What are the ethical dilemmas related to it?
- (b) Your wife is in support of her placement as domestic worker as it will help her in balancing household and work responsibilities. Do you find her justification right?
- (c) How will you persuade her to change her decision? (250 Words) (20 Marks)

(a) The ethical dilemmas related to the present case are whether to follow the rule of law and not employ a minor child below 14 years of age in household work, or to be compassionate and support her livelihood. Further, there also exists a dilemma in whether to, in light of a temporary nature of relief, provide an exception to reconcile both interests.

Another dilemma is whether, as the

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Mayor of the city and an IAS officer,
we would be renegeing on our duties
and proving to be an irresponsible
role model to others in the city.

(b) My wife's viewpoint has multiple
considerations:-

- maid and her child's livelihood.
- Potential replacement at work
required to be done at home.
- Help in her busy schedule.

HOWEVER both means and end
have to be ethically and legally
justifiable. I do not support my
wife's viewpoint as it is contrary
to law, and morality also does it
permit making a child work as a
domestic worker when she should
be in school instead.

• Remarks

(c) I will persuade my wife to change her decisions by providing alternative options that would address both concerns:-

→ Arrange the maid of her job, give her leave for few weeks to recover and keep another daily wage maid just for those days.

→ Inhibit on the girl child to go to school, aware of mid day meal scheme, and come to assist in small chores after school hours. The law also permits this.

→ Since chores required are small, they can be done after school hours limited to a few hours only.

Remarks

Q18. You are a doctor in a government hospital. One of your lady friends got married in very rich and influential family. However, with passage of time you came to know that the family is very conservative as she visited you to seek your help in determining sex of the child at fetus stage. As her in-laws want a boy child to act as inheritor of the family. They have also ordered to abort the child if it is girl. Later her in-laws insisted hard and connected the doctor with the health minister on mobile phone. The minister said the doctor to help them in all possible manners without saying anything about the issue at hand. Thus reporting about the issue to police is waste.

Answer the following questions:

- What are the ethical dilemmas in the above case?
- Do you think that your moral obligation also demands to help your friend?
- A doctor in a public or government hospital should obey the health minister for whatever he says. Do you agree and why?
- What steps will you take in the above situation? (250 Words) (20 Marks)

(a) The ethical dilemma in the instant case is whether to follow my superior, i.e. the Health Minister, or to follow the rule of law, i.e. not to determine the sex of the foetus, as permitted by the PCNDT Act, 1993.

Further, a dilemma also exists in that helping my friend may ease/prevent the constant pressure of her in-laws, which is not good for her health anyway. My medical ethics would prevent me from doing this.

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(b) moral obligations are determined by the level of socialisation and are prevalent in context of what is an acceptable practice. In light of this, our values syndicate with morality. In the present case, my morality wouldn't permit my breaking the law to help a friend. Similarly, my morality wouldn't permit breaking the law to free a friend from prison.

(c) NO, I do not...entirely agree. A doctor also needs to act as per what the law says, and his professional medical ethics say. A doctor will have to follow any written directives, but an order to break the law is morally, ethically and legally wrong. Further, it is made by BIAS and favoritism; which affect probity in governance.

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- (d) I would take the following steps:-
- Refuse to conduct sex selection.
 - Try and counsel her and her in-laws on the incorrect approach.
 - When the Minister talks to me, politely decline and explain reasons for doing so.
 - Having become aware, I cannot let it happen, as that will make me an accomplice.
 - Therefore, tell her that I would send a written complaint to the Police, and National Commission for women (NWC), who will then take up the matter.
 - As a last resort, engage with the media to publicize a wrong doing.

Remarks

Q19. An officer of middle level marketing and sales management of a public sector oil company has received frequent complaint about adulteration of diesel and petrol by some retailers of the area under his jurisdiction despite his warnings in the past against such wrongdoing. Subsequently one day, he goes for an inspection of one such retailer who is known for his political connections as well as local bullies. While trying to carry out his official duty, he was first prevented from entering into the premises of the retailer and when he insisted he was allowed to enter. He was offered bribe for not carrying out his duty but he declined. Undeterred, he insisted that as the marketing officer he should be allowed to carry out his duties in public interest and in the interest of the government firm which he represents. The musclemen of the retailer started abusing and roughing him up when he tried to inspect the facilities to ascertain adulteration. A brawl ensued. He was badly beaten up and fatally wounded. He lost his life while being taken to the hospital.

Answer the following questions:

- Was the officer carrying the inspection at fault?
- Despite his noble intention and dutifulness of the highest order, do you think that the officer handled the case immaturely? Why?
- Had you been in his place, how would have you proceeded to carry out your duty?
- What could be the solution for such problems of adulteration on a lasting basis?

(250 Words) (20 Marks)

(a) The officer carrying the inspection was not at fault in that he was following his duty. However, since the retailer was known for his political connections and local bullies, the officer could have been more prepared, with security being ensured for himself through the Police. Further, publicising the

Remarks

inspiration just before doing it would have raised ~~his~~ awareness of his presence in the retailer's premises, which would have reduced the risk. His intention and work was right, but inaction could have been better.

(b) The officer could have been more prepared in handling the matter. Upon refusal to enter & then to inspect, he should have advised that there was a risk involved. He could have gone back with security and media persons to ensure his work. He also could have taken more inspectors with him.

(c) Had I been in his place, I would have sought prior police protection and involved the media in covering

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The event, if not their presence during actual inspection.

Further, I would have struck a balance between anonymity of said and protection to self. I would've sent a notice few hours before inspection.

That wouldn't have given him time to follow correct procedure, yet ensured security. I would've also involved my superior in the inspection.

(A) Adulteration problems can be dealt by :-

- use of technology to automate inspections
- debarring of retailers in case of three instances of adulteration & subsequent withdrawal of licenses.
- self certification and subsequent inspection at supply outlets
- Awareness and purity logs/mask for people to ensure authenticity.

Remarks

