

ETHICS, INTEGRITY AND APTITUDE

Time Allowed: 3 hr.

Max. Marks: 250

Q.	Marks	Instructions to Candidate
1.		<ul style="list-style-type: none"> There are 18 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> <p>① Structure of case study 17 qns</p> <p>② Section A - 17 qns Fundamentals</p>
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1. Invigilator Signature Maya

2. Invigilator Signature [Signature]

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Date 29/10/2016

Signature Ankur Tiwari

SECTION - A

Q1. What is the difference between a 'good man' and a 'good citizen'? Suggest measures to mitigate the differences. (150 Words) (10 Marks)

The scope of being a 'good man' is much wider than being a 'good citizen'.

'Citizen' connotes belongingness, most commonly in terms of country. A 'good citizen' acts in the best interests of the country and subordinates his own good to it. The acts of a 'good citizen' may or may not be ethical, but they are for his country's good - ex patriotism, sacrifice, etc.

'Man' connotes membership of wider humanity. As such, the focus in being a 'good man' is on rights and obligations as members of humanity, which ^{might} do not conform to narrow ~~national~~ interests ex compassion,

Remarks

benevolence, duty, etc.

Both are important for any person but ~~so~~ might not always ~~point to~~ advise the same action. For example, to protect American homeland interests, USA troops intervene in Middle Eastern countries. So they are good citizens. But cases such as torture, invasion, etc ~~might~~ indicate that in some instances, their acts are not those of good men.

9th
 To mitigate these differences, role of law and conscience acts acting in conjunction as a source of ethical guidance is vital. Everyone should be subject to law of the land, including international law. Sometimes, it might be ethical but illegal to act certain way, and conscience can be used to resolve dilemma here.

Remarks

Q2. Write short notes on the following:

- a) Knowledge is contingent and conditional, relative to various fluid perspectives or interests.
- b) Differentiate between 'Perfect' and 'Imperfect' duties.
- c) Western Buddhism
- d) Rationality

(75 Words each) (5×4 = 20 Marks)

(a)

'Information' is objective. 'knowledge' in comparison is subjective. It differs for different people based on their application of reason, their contexts, their perspectives, interests, etc. It is said in some religions that knowledge is the ultimate ^{what is ultimate} truth, ~~but~~ and attaining that knowledge is the goal of life. But exactly what that knowledge is is different, based on the perspective of the one who attains it. For example, consider 2 people living in 2 different places, one known for ^{frequent} communal tensions, other for secular ethos. Any small reasoned or even imagined affront to religious

Remarks

sensitivities can be perceived to be communal and incite violence. That same affront in a place of secular ethos ^{could} ~~will~~ be reasoned as ~~set~~ right to criticize and legitimate, leading to introspection. So the same context, ~~ended up~~ in ~~to~~ different knowledge due to different context. Therefore knowledge is contingent and conditional.

(2)

(b)

~~Perfect duty is~~
 Duty is an obligation to do something. A perfect obligation is perfect in the sense that it leaves no room for doubt as to what is to be done to meet that obligation. For example, the duty or categorical imperative to tell the truth. In every situation, ~~perfect~~ duty is to tell the truth and not lie (either by commission or omission). An ~~imperfect~~ duty on the other hand ~~leaves~~ also creates an obligation, but

Remarks

leaving it upto people to decide how to meet that obligation depending on individual capabilities. For example - fundamental duty to protect and preserve environment. ~~There~~ there can be different ways to meet this obligation such as conserve energy, switch to solar etc. Any or all of them together can help meet this obligation (many ways to do so).

(C) 'Western Buddhism' is more concerned with the practical, quick-fix or immediately usable practices of Buddhism. For example 'vipassana meditation' is ~~not~~ observed as it has meaning, in order to quieten the mind. In 'Eastern Buddhism', focus is on learning via guru-shishya culture, rituals, practices to develop a 'learned' lifestyle in order to ~~get~~ reach peace and serenity.

Remarks

(d) 'Rationality' is the exercise of human reason. Humans are uniquely ^{capable} ~~responsible~~ for exercising reason and are not bound by developed instinct in comparison to animals. Skills like introspection, analysis, meditation, self-improvement, delayed gratification are unique to humans. This gives humans opportunity to utilize 'rationality' to reach ultimate good. For example, cattle are conditioned by nature to eat, drink, ~~for~~ grow in herds, protective instincts of mothers, etc. but they cannot reason utility of their acts. Humans on the other hand can reason, and so ethical responsibility for their actions devolves on them.

(3)
 20

Remarks

Q3. Differentiate between 'act utilitarianism' and 'rule utilitarianism'. Which of them offers a better basis of taking decisions? Give reasons. (150 Words) (10 Marks)

Utilitarianism aims at minimizing bad and maximizing good for the most number of people possible.

'Act utilitarianism' concerns deriving 'maximum utility' (good) out of particular, unique acts. It involves evaluating each action and its anticipated outcome via utilitarian considerations.

'Rule utilitarianism' focuses on devising rules or principles that if followed will generally lead to maximum good and minimum bad.

Rule utilitarianism concerns means of an action as compared to act utilitarianism that deals with ends of an action.

Remarks

Both are 2 sides of the same coin and individually would lead to suboptimal utilitarian analysis. ~~Act~~ Act utilitarianism looks at particular context of an act (short term utility) and rule utilitarianism looks at precedent (long term utility).

For example if a ^{poor} person steals medicine to save his daughter's life, ~~act~~ act utilitarianism would suggest say he is ethically right, rule utilitarianism would say he is morally wrong on principle or rule that stealing

4/2

~~is bad~~ combining these two, for example by punishing him but with lighter sentence or probation would honour both types of utilitarianism and be the optimal solution.

Remarks

Q4. What is Citizen Charter? Why Citizen Charters are considered as proactive approach to good governance? Critically examine Indian experience to Citizen Charter. Suppose you become the head of District Health Office. How will you display your proactive approach in this respect?
(150 Words) (10 Marks)

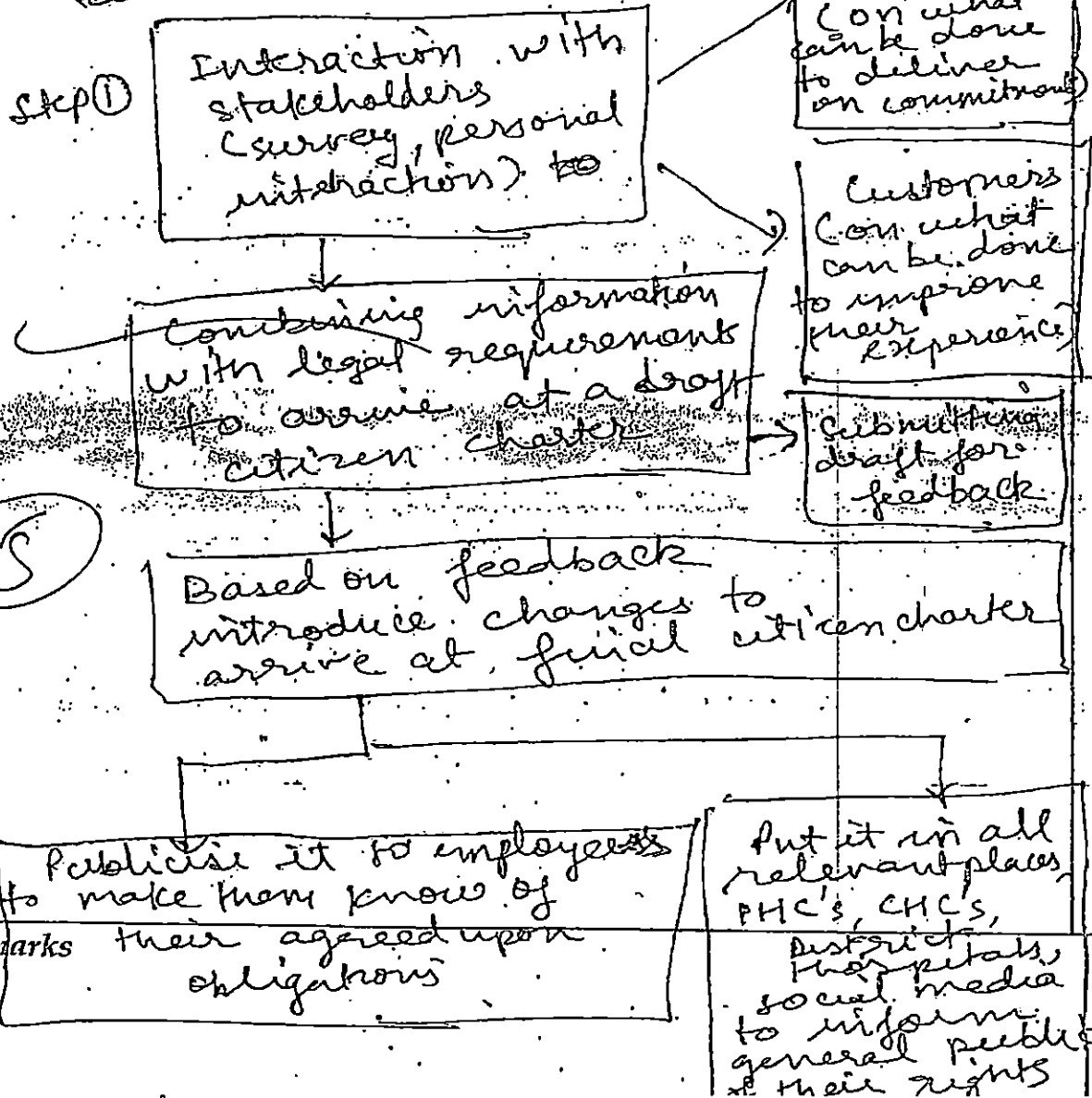
• citizen charter is a set of commitments that an organisation makes to its customers, employees, etc.

Citizen charters confer an agreed upon obligation upon organisation members to deliver on the commitments, and on customers, a right to expect these commitments to be met, and in case of failure to do so, reasons be provided for it and corrective action taken. They are considered as proactive approach to governance as they bring together all stakeholders and creates a voluntary social compact of rights and obligations that can be expected to be upheld.

Remarks

In Indian experience, citizen charters have been perceived to be mostly ineffective tools of engaging with stakeholders as they are more top-down rather than bottom-up in the way they originated.

As head of District Health office, proactive approach to arrive at a citizen charter could look like-



Remarks

Q5. Two statements about patriotism have been given below. Interpret and explain their meaning in contemporary context.

- a) Patriotism is not a short and frenzied outburst of emotion but the tranquil and steady dedication of a lifetime. (150 Words) (10 Marks)
- b) Patriotism is when love of your own people comes first; nationalism, when hate for people other than your own comes first. (150 Words) (10 Marks)

(a)

Patriotism is love and devotion to one's country.

It does not mean a short and frenzied outburst of emotion but the tranquil and steady dedication of a lifetime.

For example, on every 15th August (Independence Day) and 26th January (Republic Day), people come out to salute the flag, feel very patriotic. But most people throughout the year or their lifetimes find it difficult to live by what the flag symbolises. Green signifies our connect to the ground, agriculture, nature. Saffron signifies renunciation and nishkama karma. Blue wheel

Remarks

signifies constant change for the better based on rationality. Enculcating and acting on these values takes a lifetime.

Also, after every terrorist attack, we pay tributes to martyrs, hound our politician for action on security related concerns, but in few days, these concerns are relegated to back of public memory and constant vigilance on government action is not kept. This is until the next attack, when this cycle

renewes / again. The solution to this is constant check on our representatives with active public participation.

Therefore patriotism is not a short and frenzied outburst of emotion, but the tranquil and steady dedication of a lifetime.

Remarks

P.T.O.

(b) 'Patriotism' is when love of one's country, one's fellow citizens comes first. It is more inward looking than nationalism. Nationalism is viewing the nation and its interest as a single universal set and as ~~no~~ geo-political competition is a zero sum game, pursuit of that interest as against interest of other nations. Hence, nationalism is more outward looking.

'Patriotism' is love and devotion to one's country, but it is not only emotional, but rational as well. For example, if a foreigner writes about a backward practice (like caste or communal violence). ~~That~~

Remarks

Taking note of this and taking national action to remove this problem shows patriotism. Showing hate for the author, as she is of foreign origin criticizing one's nation and praising her own or others, is an extreme form of nationalism.

This part needs better explanation clearly

Nationalism in the normal course involves pursuing one's national interest. This can be done by cooperation and confrontation. However, in its extreme, it may lead to xenophobia or hate for outsiders / other nations which can prevent cooperation and support conflict.

3

Both patriotism and nationalism are desirable qualities, but in their extremes, rationality may be overridden by emotion possibly leading to adverse outcomes.

Remarks

Q6. Examine the ethical issues in international relations. What are the major factors, which affect 'Ethics in International Relations'? Do you think that International Institutions have played its role well in promoting 'Ethics in International Relations'? Critically analyze.
(150 Words) (10 Marks)

MAJOR ETHICAL ISSUES IN INTERNATIONAL RELATIONS

MAJOR FACTORS IN AFFECTING ETHICS IN INTERNATIONAL RELATIONS

① Multi-National Companies / FDI / Investment

Labour rights issues, coercion, safety features, world trade regime benefiting developed nations disproportionately

② Foreign Aid

Donor self-interest, strategic objective of aid, restrictions and burden of compliance to conditions, tool of power

③ Economic Self Interest

Wars and invasion to secure oil supply from middle east, TPP creating pressure on developing countries

Remarks

Instead of going so informative try to focus on analysis then write some of inputs

to concede ground
in WTO negotiations

Political and
strategic Interest

Intervention in
bilateral disputes
(ex CPEC corridor
through PoK in
India); alliance
formation ex NATO vs
USSR + China, etc.

International institutions formed
at the end of ~~cold war~~ World War II
served international relations but
have failed to keep pace with
economic, social and political changes
in the world order. India's
non-inclusion in UN Security

Council, NSG, enactment of TPP,
failure of PoA Trade Agenda of WTO,
delayed quota reforms of IMF, WB are
examples. Another reason is

for such degradation is
powerful developed nations
ignoring or contravening
orders or decisions of these bodies
if against their interest.

ex. China ignoring UNCLOS
ruling of ~~SC~~ South China
Sea. To reclaim their role
and function effectively,

Remarks

international institutions
will have to become more
representative and democratic.

Q7. Write short notes on the following:

- a) Love is not patronizing and charity isn't about pity, it is about love.
 b) Difference and similarity between values and virtues.

— (75 Words each) (5×2=10 Marks)

(a)

Love is not patronizing, in that it does not entail that the person or thing being loved is looked at as inferior or with defects. That confers an obligation ^{on the loving person to} to improve that trait in the person being loved. ~~It is~~ Love is about love itself, about accepting, valuing and cherishing a person with all its good and bad.

Similarly, charity is not about pity. Pity would be selfish and as it would involve giving charity to alleviate one's own discomfort due to pity. It wouldn't help either the giver or receiver in the long run. Charity is rather about love for the fellow human being. For example, giving a beggar one rupee to stop him hankering us would be charity, but pity; but sharing a meal, or say, a festival diwali, would be charity as it would be based on love

Remarks and make both feel better.

(b)

Value as the name suggests is what people value. ~~It~~ ^{They} may be good or bad, desirable or undesirable according to others, but if a person values something, it is a 'value' for him and affects his/her decision making accordingly. For example, some people might value earning money by hook or crook. So this is a 'value' for them.

'Virtue' on the other hand is more constant as it is a trait 'valued' by ^{almost} everyone in the interest of common good. For example, being truthful

and honest is a virtue as it is helpful in the long run for the commons.

Q. Values and virtues may sometimes coincide and may differ. For example, a person values earning money, but while working for it he is truthful and honest, his values and virtues ~~are~~ intersect.

Remarks

Q8. 'Problem-preventing values' have more importance than 'Problem solving skills.' Do you agree? Substantiate your opinion with suitable illustration.

(150 Words) (10 Marks)

^ Problem ^{preventing} ~~solving~~ values and
 ^ Problem solving skills are not
 a mutually exclusive set ~~and~~,
 rather, they have different
 functions and can often act in
 unison to resolve situations.

For example, problem solving
 values such as rationality,
 universalism, honesty, integrity,
 objectivity are important, in that
 they minimize situations where
 grave problems might occur.

For instance, rationality coupled
 with objectivity can help dispel
~~rumours in organisation preventing~~
 trouble such as false perceptions,
 which might impact trust in
 colleagues and organisational
effectivity.

^ Problem solving skills
 such as 'natural justice principles',

Remarks

being fair~~ness~~, conciliation, legal know how, balancing rights & obligations, outcomes-expectations etc. help resolve a problem once they have occurred.

Both problem solving skills and problem preventing skills are necessary in a good administrator.

The latter minimizes occurrences of problems and acts as guide in problem solving, while the former helps in resolution post facto. In resolving problems prevention skills like rationality, universalism might play a role while in prevention, resolution skills used earlier may set precedent or learning example.

Both problem solving skills and problem preventing skills are equally important and have distinctive roles to play.

Better illustration required

Remarks

Q9. What is corruption - A legal problem? A social problem? A moral problem? or just a grease that runs a system seamlessly?
(150 Words) (10 Marks)

Corruption at its core is a moral problem. It is not a legal problem as corruption (although less) exists in societies with very strict laws against it. This shows that the enterprising / innovative corrupt people will find a way past those laws. It is also not a social problem, as even if there are laws against social ills like untouchability, if public condones these evils, then corruption of moral principle

Remarks

of equality occurs ex existence of manual scavenging in India. Thus, although corruption ~~at~~ might have social and legal problems / issues, it is a moral issue at its core indicating erosion of public morals and ethics, as a ~~per~~ only a persons conscience can be steer him to act ethically in the long run.

It is also not a grease that runs the system seamlessly, but friction that ~~is~~ wears and tears out the system from the inside. As ~~a~~ foundational values of public services are eroded (integrity, objectivity, etc) leading to suboptimal outcomes both in the short and long run.

Remarks

Analysis
not proper

3.

Q10. Is 'success' and 'failure' in carrying out an action is the same as doing 'right' and 'wrong' respectively? What are the things that need to be kept in mind while choosing to act in the morally right way? Which of the two - consequences of actions or motives of the person who carries out the action - makes the action right or wrong?

(150 Words) (10 Marks)

Success/failure in an action are not the same as right/wrong. Success/failure depends upon the person - who decides what success is. Right/wrong are more universal in nature. Success/failure might in some cases be the same thing, different in others. For example preventing a terrorist attack might be considered a success & even if torture is used, but it is not morally right. Doing so while respecting human rights and natural justice is

Remarks

both successful and the morally right thing to do.

Three things need to be kept in mind while choosing to act. These are the morality

of -
 Motive || good
 Means ||
 End -

①
 ②
 ③
 Exceeds } All these three, together need to be morally right for an action to be right. If motives are incorrect, even good consequences might be wrong as they will create inner value conflict. If motive is right, but ~~not~~ consequences of an act are unjust or unfair, that still derogates from ethical character of an action.

Remarks

Q11. It is said that a Civil Servant should have 'officer like qualities'.

- a) What do you mean by 'officer like qualities'? (75 Words) (5 Marks)
- b) Do "officer like qualities" come in the way of meeting the junior staff and people without any badge? (75 Words) (5 Marks)
- c) Are 'officer like qualities' prone to generate fear, distance and lack of communication? (75 Words) (5 Marks)

(A) By officer like qualities, the following come to mind -

ETHOS based -

Humility, public interest over personal interest, leadership, dedication, etc.

ETHICS based -

Integrity, Impartiality, objectivity, Honesty, Accountability, selflessness, openness, etc.

EQUITY based -

consultation and moulding of consensus, empathy, delegation, empowerment, etc.

EFFICIENCY based -

Result orientation, initiative, innovation, problem solving, communication skills, Teamplay, self awareness & self control, etc.

Remarks

(b) There is a misconception that officer like qualities can create distance between junior staff and people. This may be due to display of qualities ~~of~~ ^{of} ~~officer~~ ^{officer} like qualities by the bureaucracy. Such adverse qualities may include -

- ① Arrogance
 - ② Apathy
 - ③ Conflicts of interest
 - ④ opacity of processes
 - ⑤ Lack of emotional intelligence
(team play, communication)
 - ⑥ Lack of humility
 - ⑦ Authoritarian style of functioning
- Due to this perception gets created in public and junior staff and they get conditioned to believing and expecting that these are officer like qualities. But truly being officer like as described in part (a) in fact helps reduce distance between junior staff / people and help become officers & become more approachable.

Remarks

P-7.0

(4)

As explained and defined above officer like qualities in fact help reduce fear, distance and enhance communication between officers and junior staff/people. Transparency and predictability; humility reduces fear. Impartiality, objectivity, empathy help reduce distance. And consultation, consensus, teamwork, emotional intelligence help enhance communication. So 'true' officer like qualities are prone to remove fear, distance and lack of communication.

2

Remarks

Q12. Tobacco smoking is a fashion and an addiction too, which has some established relation with the disease of cancer. Government has recently decided that 85 per cent of cigarette packet should display cancer warning, which the tobacco companies opposed and appealed in the court, but the court upheld the decision of the government.

- a) Do you think that such a display on the packet acts as a deterrent to cigarette smoking?
(75 Words) (5 Marks)
- b) What are the other ways by which change in attitude and preferences can be brought in people who smoke out of fashion or addiction?
(75 Words) (5 Marks)
- c) What is the use of prohibiting smoking if it generates revenue on the one hand and gives choice and freedom to enjoy people their lives as they wish? Do you agree? Give reasons.
(75 Words) (5 Marks)

(a) Such a display certainly acts a deterrent to cigarette smoking, but is not sufficient by itself. Along with other measures such as taxes, social persuasion, crackdown on advertisements, can help deter smoking. Ways in which display on packet deters smoking -

Components of Attitude

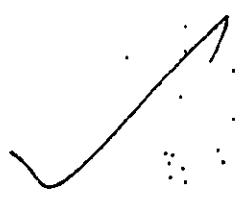

Affect

- ① Affective (emotions)
- ② Cognitive (Reason)

visual images that create fear, revulsion, etc help deter smoking

Risks of cancer and other deleterious effects

Remarks

		deter smoking
③	Behavioural component	Affective and cognitive affects condition long term behaviour to give up or reduce smoking
②	<p>By these ways; display on packets deters smoking</p> <p>(b) <u>FASHION</u> - those who do so out of fashion can be deterred by - penalising actors/cricketers /role models who advertise these products by boycotting their services, taxing not giving their movies tax free status</p> <p>→ banning advertising targeted at children, women, teenagers by setting and enforcing standards by Advertising Standards Council of India (ASCI)</p>	 
Remarks		

ADDICTION

- ① Setting up deaddiction centers.
- ② Providing counselling in government hospitals.
- ③ Social persuasion / social media campaigns.
- ④ Regulating content of nicotine and taxing them heavily as nicotine content increases.
- ⑤ Reducing tobacco cultivation and replacing it with other remunerative activities.

④ ~~Despite~~ generating revenues and giving freedom of choice to people, it should be regulated if not banned, because -

① ~~Freedom~~ does not include freedom to reduce choice of others (passive smoking), cost on family members, friends, etc.

- ② This also imposes burden on state healthcare institution dealing with healthcare burden.
- ③ Causes loss of productivity so harms economic growth.

~~But~~ The amount of revenue generated can never be enough to make up for these losses of choice for other people and healthcare costs. So

Remarks

cigarette smoking should be regulated.

Q13. Police stations are more a demo of power center than service center. After getting into civil services, suppose you become Police head of a district. Critically analyze the steps which you will take to improve the image of the police service.

(150 Words) (10 Marks)

CURRENT PERCEPTION OF POLICE SERVICE

Police has been vested with lot of power to perform their duties of maintaining law and order, investigations, etc. ~~However~~ ..

LAW and ORDER

Traffic (absenteeism) is a concern
 Petty corruption (ex bribe to file FIR).
 Lack of effective beat cop policing.
 Crime and Criminal Tracking
 Impartiality, high handedness, etc.

INVESTIGATIONS

Use of torture and coercion
 Improper and inadequate use of scientific techniques.

Violation of rights of accused, suspects and convicts.

These perceptions are a demo of power center more than that of service center.

Remarks

To improve the image of police service, actions that will be taken are -

① Training and sensitisation - to job roles, ethical concerns, duties to be performed to enhance moral and aptitudinal effectivity.

② Transparency - concept of e-police station, community policing, social audit.

③ Truancy - geo tagging initiative, biometric attendance, etc.

④ Public interface, feedback, grievance redressal - To ensure personal connect with citizens in jurisdiction and enhance trust.

⑤ Delivering on citizens charter to back actions with words.

These and other initiatives like forensic training, crime and criminal tracking system can go a long way to improve image of the police service.

Analysis could have been much better.

Remarks

(31/2)

SECTION - B

Q14. People of a slum area are disturbed because of loudspeaker noise coming from nearby religious places. Community members of that area are not happy, as sound is loud and sometime fiery speeches are also made. Also there is a sense of competition between different religious abodes to go louder especially during festivals seasons. They don't have courage to go to community leaders or police stations. You are son of a rich and powerful businessman who is preparing for Civil Services. One of your servant hails from that area and explain his problem to your father. But your father doesn't want to get into that, as he himself is the biggest donor of religious celebration of that area.

- What will you do according to your moral consonance?
- Discuss various options.
- Discuss merits and demerits of various options.
- Compare the best option and explain why you consider it as the best.

(250 Words) (20 Marks)

Premise - People of a slum area are disturbed because of loudspeaker noise coming from nearby religious places. The sound is loud, fiery speeches are often made, problem intensified due to competition particularly during festivals. People are unable to approach community leaders or police. The protagonist is a civil service aspirant and son of rich businessman who donates to religious celebrations in the area. The servant of the protagonist is member of that slum.

Be sharp

Remarks

Stakeholders and Issues involved

The protagonist / civil services aspirant	- duty, compassion towards weaker sections, empathy, aptitude
The rich businessman / father	- duty, dedication to public service, empathy
People of the slum	- right to dignified life without fear,
Community leaders	- duty to maintain harmony, public sense, responsibility
Police / Representatives of the state	- duty to uphold law, protect vulnerable sections, law and order.

(a) The protagonist is not directly involved, but his servant is involved. As a civil services aspirant, his sense of empathy and compassion towards weaker sections will cause him to take action to help his servant. Not doing anything is not ethically right as all that is left for evil to succeed is for good men to do nothing. This act will be in consonance with his morals.

(b) Options available to him are -
 1) not do anything directly and request his father to reconsider donating to religious celebrations in that area.

Remarks

2) Ask your ^{his} father for help and by gathering people of the slum, help them approach community leaders and the police if conciliation fails.

3) Do nothing, as religious freedom is guaranteed and by constitution, and reasonable restrictions can only be decided by authority (police) or the courts.

(C) ~~option 1 may be attractive~~

OPTION 1

- No direct role
- Remove direct contribution to the problem (father's donation)

OPTION 2

- Direct intervention
- Provides courage to slum members by providing leadership
- Conciliation and dialogue as first step
- force (police) as last resort

OPTION 3

- Respects the constitution (law of land)
- Better for his studies, role
- Avoids conflict of interest

DEMERITS

→ He has capability to act, so responsibility to protect act

→ As a civil service aspirant it is what he is preparing for.

→ Distracts from his studies

→ His role can be questioned due to donation by his father (conflict of interest)

→ Passivity

→ Responsibility to act

→ Lacks empathy, compassion towards weaker sections

(d) Option 2 is the best, because active resolution is opted. By seeking his father's help (maybe foregoing his donation) and his credentials are strengthened. By talking to all parties concerned, he provides leadership to the slum people to voice their concerns. Conciliation is first step. If sense does not

Remarks prevail, forceful measure can be used.

Q15. Land is the most important component of the life support system. The development projects require land but it leads to displacement which get spill over to generations in many ways, such as loss of traditional means of employment, change of environment, disrupted community life and relationships, marginalization, a profound psychological trauma and more.

Suppose you are heading one of such project entrusted with construction of embankment on a river front to handle the menace of regular floods which affects around 70 villages. However, by the construction of embankment there will be displacement of people on the other side of the river. They are protesting against the construction which is becoming violent day by day. Due to this threat your subordinates have opted out of the project.

However construction of embankment is must for the safety and security of the people.

What are the options available before you? Examine the merits and demerits of each possible option and finally suggest best course of action giving reasons.

(250 Words) (20 Marks)

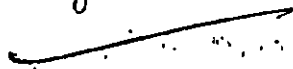
Premise - Issue is focused around land acquisition, land being the most important component of the life support system. The protagonist is head of a project involving construction of embankment on river front which faces regular floods. The project would displace some people due to land acquisition. They are protesting, which is moving towards violence. Some subordinates opt out of the project due to threat of violence.

Stakeholders

Ethical Issues Involved

①

Protagonist



Leadership, duty, empathy, compassion towards weaker sections, ability to mediate between people (capitulate), transparency, objectivity.

②

His subordinates

Their duty, public service delivery, team work

Remarks

③	People whose land is acquired - (displaced)	right to relief and rehabilitation, right to be heard								
④	Flood affected people	safety, security, public service delivery								
<p>options available to protagonist are -</p> <p>① Restrain from direct action. Contact civilian district administration and police for help to restore order and go ahead with construction.</p> <p>② Stop the project, till the matter of displaced people and their grievances is resolved.</p> <p>③ Take measures to also address concerns of displaced people, listen and bring them on board with the project.</p> <p>options can be evaluated as follows -</p> <table border="1" data-bbox="156 1553 1395 2009"> <thead> <tr> <th data-bbox="156 1553 736 1576">Merits</th> <th data-bbox="736 1553 1395 1576">Demerits</th> </tr> </thead> <tbody> <tr> <td data-bbox="156 1576 736 1735">a) Respecting role and jurisdiction of his department.</td> <td data-bbox="736 1576 1395 1735">a) use of force may cause further alienation</td> </tr> <tr> <td data-bbox="156 1735 736 1848">b) Urgently addresses situation</td> <td data-bbox="736 1735 1395 1848">b) Not in tune with democratic rights</td> </tr> <tr> <td data-bbox="156 1848 736 2009">c) Security of his subordinates is ensured.</td> <td data-bbox="736 1848 1395 2009">c) Create a wrong precedent.</td> </tr> </tbody> </table>			Merits	Demerits	a) Respecting role and jurisdiction of his department.	a) use of force may cause further alienation	b) Urgently addresses situation	b) Not in tune with democratic rights	c) Security of his subordinates is ensured.	c) Create a wrong precedent.
Merits	Demerits									
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Remarks										

<p>Option 2</p> <p>a) Respects grievances of displaced people</p> <p>b) Brings everyone on board before project commences, so in line with democratic ethos.</p>	<p>a) Cause inordinate delays</p> <p>b) Affect public service delivery</p> <p>c) Endanger flood affected people.</p>
<p>Option 3</p> <p>a) Addresses concerns of displaced people.</p> <p>b) Shows responsibility to bring people on board</p> <p>c) Ensures safety of his subordinates.</p> <p>d) In line with democratic ethos.</p>	<p>a) Acting directly might derogate from responsibility of other departments</p> <p>b) might cause delay.</p> <p style="text-align: center;">7</p>
<p>The best course of action would be a combination of best features of above 3 options while keeping civilian administration and police informed (in case need for their involvement arises), he would take initiative to address concerns of displaced people, such as meeting their community leaders. If resolved amicably, project would commence. If not, police presence can ensure security while project commences and at the same time district administration can coordinate relief and rehabilitation and grievance redressal to ensure common good. This would also prevent</p>	

Remarks Delay and ~~to~~ preserve democratic ethos.

Q16. There is a 14 year old boy studying in class IX. He lives with his parents. His father is an Excise Superintendent, incharge of different excise outlets besides Head of District Excise Office. His father returns home in drunken condition practically every evening. He also finds that his father brings money every day and put that inside the Almirah. The boy reads in newspaper various stories about corruption and at a relatively younger age, has developed a repulsion for the same.

- a) Bring out and discuss the ethical issues involved in the above case.
 - b) What will be the appropriate way of expression to convey the feeling to his father by the boy?
- (250 Words) (20 Marks)

PREMISE - The protagonist is a standard 9. student. His father is head of District Excise office and comes home every night in a drunken state, he also brings money everyday. The protagonist hears about corruption cases in newspapers and is repulsed by them.

STAKEHOLDERS

ETHICAL ISSUES INVOLVED

①	The protagonist (student)	Role of family as ethical guidelines, duty, right not be subjected to such behaviour, social persuasion
②	His father (Head of District Excise Dept)	Duty to his son (role of family in inculcating values), integrity, honesty, duty to the public, etc.
③	His family (mother, grandparents, etc)	to keep a check on the father's behaviour, general support group intervention to cause attitude change
④	Society	right to public service delivery, integrity, probity, corruption free excise administration

Remarks

(a) ETHICAL ISSUES INVOLVED IN THE ABOVE CASE

Role of family, society in inculcating values is crucial, so effect of such behaviour on child, other family members, society are detrimental. ~~But~~ this son has a right not to be subject to such immoral behaviour as this would be influence him to behave similarly. ~~The~~ Integrity, probity and corruption-free exercise administration are sought of the public, so the actions of the father adversely impacts these objectives. The role of the son and other family members is important for behaviour change, attitude modification, social persuasion to influence to the father to ~~help~~ improve his behaviour.

(b) APPROPRIATE WAY OF ACTION

Doing nothing is not an option for the boy. He has to express and convey his feeling to his father, because adverse reaction by family members is vital to indicate immorality of his action. He can proceed in the following way -

(7/2)

P.T.O.

Remarks

Step ①.

Talk to other family members to get more facts and details and for their support.

Step ②

with their backing, talk to ~~you~~ father (discreetly at first) and ask him about his justification for his act.

Step ③

If ignored, stage an intervention to convey the adverse impacts caused by his behaviour ex bad name in society, drunkenness, etc.

Step ④

Indicate ~~not liking~~ non material benefits of corruption and ~~impact~~ ^{impacts} on ~~his~~ ^{his} future.

continuously work on these steps to gradually influence father's behaviour

Remarks

Q17. You are working in a big government organization as head. Under you, there is a team of seven people. A senior administrative officer has recently joined it. He is very short tempered and yells at his subordinates even on small issues. Due to his position no one utters a word but feel very humiliated. You have noticed the lack of participation of subordinates in the project due to his behaviour. Also you know that your subordinates and colleagues expect something from you.

- a) What are the options available to you?
- b) Evaluate each of these options and choose the option, you would adopt, giving reasons. (150 Words) (10 Marks)

PREMISE - Protagonist is head of big government organisation. A senior administrative officer recently joined the team, he is very hot tempered. He yells at subordinates for small issues who feel humiliated, but are unable to speak because of his position. Their participation in the project is affected. The expect protagonist to take action.

STAKEHOLDERS

ETHICAL ISSUES

①	Team Head / Protagonist	Duty to his subordinates (leadership), chain of command
②	New member (Admin. officer)	Emotional intelligence
③	Subordinates	Right to be treated fairly, with dignity.
④	Available options -	

option ① - To side with the administrative officer.

option ② - To side with the subordinates

option ③ - To maintain status quo, wishing things will resolve themselves as familiarity between team member increases

option ④ - To talk to both groups administrative officer and subordinates separately and then with each other to explain situation, each others concerns and mediate a solution.

Remarks

(b) Chosen course of action and justification	
MERITS	DEMERITS
<p>Point 1 Enforces strict chain of command, so good in short run.</p>	<p>shows bias, partisanship, lack of leadership, etc.</p>
<p>Point 2 Representing grievance of subordinates to higher rank officer shows leadership, empathy.</p>	<p>violates chain of command, shows lack of emotional intelligence, partisanship.</p>
<p>Point 3 Comes conflicting parties opportunity to solve matter themselves.</p>	<p>shows passivity, problem might not resolve itself, lack of initiative.</p>
<p>Point 4</p> <ul style="list-style-type: none"> a) shows emotional intelligence b) leadership qualities (mediation) c) dispute might be amicable resolved d) there might be reasonable trigger of anger that can be addressed e) employee morale will be boosted f) fairness, impartiality, objectivity norms are upheld creating good precedent. 	<ul style="list-style-type: none"> a) might take a while to fully implement b) In the meanwhile, productivity might be affected c) Requires emotional intelligence, empathy, mediating skills on project heads part which may or may not be present adequately. <p>It can be a</p>
<p>Overall, option 4 seems the best after evaluating its merits and demerits (which are resolvable).</p>	

Remarks

Q18. A private school has dismissed a teacher after claiming that she had failed to complete her six-month probationary period to a satisfactory standard. But the actual reason was that she had been suspended from the job after just three months on the grounds of her HIV status. But school does not want to make it as a formal reason for dismissal. She is friend of your wife. She is hesitating in making a formal complaint to competent authority. Your wife informally discussed this with you as you are a District Collector. She expect something from you but she fears that if matter goes to public it will hurt the sentiment of victim as she herself don't want to do anything.

Discuss course of action that you will take and justify every steps.

(250 Words) (20 Marks)

Ans PREMISE - Protagonist is District Collector, whose wife's friend is a teacher who has been dismissed from school due to having HIV. The school dismissed her on grounds of unsatisfactory performance in probation period (on paper). The victim does not want her HIV status public but so is hesitating ^{to go} in making formal complaint to authority.

STAKEHOLDERS

ETHICAL ISSUES INVOLVED

<p>① HIV patient/ woman</p>	<p>right to dignity, fair treatment, transparency, objectivity (treatment on merit)</p>
<p>② School</p>	<p>Duty to follow law (which prohibits dismissal only on grounds of HIV status) fairness, duty to uphold moral standards (role of educational institution in inculcating values)</p>

Remarks

P.T.O.

③	Wife of collector	Duty to act as support system for her friend, public duty (wider societal obligation)
④	District collector	Duty to help aggrieved public, compassion towards weaker sections, empathy, challenges, dedication to public service, social persuasion of school authorities.
⑤	wider society/public	Trust in role of educational institution, justice, etc.
<p>→ The course of action to be taken by the District collector could look like the following</p>		
STEP TO BE TAKEN		JUSTIFICATION
①	Gather all information before acting (hearing both sides of the story i.e. the victim as well as school authorities)	Follow the principles of natural justice and in interest of fairness, impartiality and objectivity (on the merit of the situation).
②	If prima facie, evidence points that victim was	Determine to Ascertain reason for decision, so that if it is

Remarks

<p>admitted only on grounds of HIV status, then talk with school authorities regarding legal and ethical character of is decision.</p>	<p>out of lack of knowledge about law or awareness about HIV and life with HIV, sensitisation and talking can help. remedy situation</p>
<p>3) If reason for act is deliberate discrimination against victim, legal action can be initiated (ex victim can take consult legal aid) and collector can write to District School Inspectors to take suitable action</p>	<p>4) If done with knowledge, ethical responsibility lies with school authorities and they can be subject to punitive action. Along with this, reformative action (to create awareness, sensitisation) can solve problem in long run</p>
<p>5) If prima facie evidence points that there were reasons other than HIV status for dismissal, then victim can be counselled to improve those areas and to be not apprehensive of her HIV status</p>	<p>On grounds of objectivity, fairness and impartiality</p> <p style="text-align: center; font-size: 2em;">62</p>
<p>6) Overall, starting an awareness campaign via NGOs, CSR funds, social media campaign, etc.</p>	<p>For long term attitudinal change, social persuasion in society (particularly educational institutions), so that awareness is created.</p>

Remarks

Arbutus