

→ At many places discussion goes out of context

GS SCORE

In problem oriented case studies holistic

BATCH - II
TEST - 5

approach for conducive long term solution is required

ETHICS, INTEGRITY AND APTITUDE

Time Allowed: 3 hrs.

Max. Marks: 250

Q.	Marks	Instructions to Candidate
1.	2	<p>There are 20 questions.</p> <p>All questions are compulsory,</p> <p>The number of marks carried by a question/part is indicated against it.</p> <p>Content of the answer is more important than its length.</p> <p>Answers must be written in the space provided.</p> <p>Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.</p>
2.	4	
3.	3	
4.	2	
5.	0	
6.	2	
7.	3 1/2	
8.	4 1/2	
9.	1	
10.	2	
11.	2	
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16.	9	
17.	1	
18.	5	
19.	5 1/2	
20.	6	

Start time 8:50 am
end time - 11:55 am } 5 minute extra

Name Babitarani Swain
Roll No. _____
Mobile No. _____
Date 8th september
Signature Swain

1. Invigilator Signature _____
2. Invigilator Signature _____

Swain

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: (75 Words Each) (5×2=10 Marks)

- (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."

Leadership is very important for success of any organisation. A good leader takes care of organisational goals and also needs, aspirations of employees.

(a) Sense of empathy & Sense of Superiority:

It is long believed that a strict leader, who enforces hierarchy, and relies upon punishment,

(Sense of Superiority)
control to bring in compliance among employees is successful.

However after 20th century what mattered more is human resource. And proper management. Success of organisation no more depends on solely complying with rules. It now requires: interpersonal relation, teamwork, risk-taking & innovation, collaboration.

Remarks

A leader with a sense of Superiority cant achieve this. This is reflected in functioning of police in India (constabulary performance is not good)

Hence a leader should be empathetic to know about emotions, social needs of its employees. He should be capable of motivating them, giving scope for personal development.

(b) To 'perceive is to suffer'

The statement signifies the importance of facts, biases, and objectivity. Many a times ~~our~~ our perception may be at ~~contrast~~ contrast to the reality

For example, in a work place, if employees performance is not as expected, the managers may perceive that it is due to lack of monetary incentives, and may increase salary. However the reality may be different.

To understand this one may take

Reflection

Remarks

example of Indian civil service.

Pay commissions continue to increase salary
however performance have remained low
because of lack of attitudinal change,
change in behaviours

Hence, Successful leader should be
empathetic to know the real needs of
employees to take corrective action.

you couldn't explain how poverty leads to
suffering. [also you don't give it]



Remarks

Q2. What do you mean by trustworthiness? How EI can generate trustworthiness in oneself and that of others in you? (150 Words) (10 Marks)

Trustworthiness reflects the credibility one enjoys among others. One can rely upon someone if he enjoys trustworthiness.

For example, today; Citizens don't trust officials, as many a times they harass, take brute from citizens. So many govt institutions

lack trustworthiness among citizens.

How EI can generate Trustworthiness in oneself?

- 1) EI refers to ability to know ones emotion, feelings, and manage the emotions to increase self-esteem, belief in ones own capability, & motivate oneself in adversarial situations.
- 2) In case of ~~trust~~ self, trustworthiness means self-esteem, belief in ones capability to achieve something.
- 3) EI helps one to find out weakness, strengthen correctly and helps one to focus on ones weakness to improve constantly. This also boosts self-confidence.

Remarks

& helps in increasing trustworthiness

How EI increases trustworthiness of you in others

- 1) EI helps to understand ~~one~~ others' mental state, and problems & emotions
- 2) This helps to provide required support to the person.

Ex:

As a civil servant, if ~~one day~~ one comes to office with his own problems, and he also shows angry on the officer. If the civil servant understands the reason behind anger, he can maintain his cool & help the person in best possible manner. This will increase the trustworthiness of the civil servant among citizens.

Remarks

Q3. 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)

① EI refers to the capability of to understand one's own emotions / Feelings and also that of others. If one does not understand one's self emotions, he can't be expected to understand the emotions of others.

Hence in common parlance, it is said that to understand that person fully you have to think from her shoes.

In civil service too, the problems of irresponsiveness; elite attitude; harsh attitude towards people is due to lack of emotional intelligence that is due to lack of ability to feel compassionate, empathetic towards problems of people.

This is about understanding "others"

Hence, various committees (2nd ARC) have recommended both SENSITIVITY TRAINING to inculcate values of equity compassion, empathy in civil servants. This will help them to understand

Remarks their own feelings

→ what do you mean by understanding self?

Refer hints

⑥ The above statement signifies the need of a vision, a plan and a mental preparedness to do a certain work.

For example, if a civil servant is entrusted with a certain task of Rural development. He should have a long vision, and a plan, and also commitment, to work under complex & critical problems.

How EI helps in this regard?

1) It helps him to understand the real needs, aspirations of people - Responsiveness

2) It helps him to bear stress, and retain values of adaptability, innovation, risk-taking... This is only possible when the civil servant can maintain his cool, and doesn't break his spirit in situations of adversity.

Remarks

Q4. How does emotional balance help civil servants in taking value judgments and administrative decisions? Discuss with the help of examples.

(150 Words) (10 Marks)

Civil servants are entrusted to make value judgements in terms of resource allocation, solving a problem, adjudicating a local dispute and the like.

In these cases, civil servant must have emotional balance to provide objective judgement.

Examples

1) Many a times, a civil servant would be facing personal problems (death of some near one) & if he is not able to achieve emotional balance, it may affect his professional conduct.

2) A civil servant should have the value of forgiveness & empathetic attitude. ~~many times~~
A poor, disadvantaged person, at times get angry on civil servants. And civil servant should be able to understand the reason & solve the problem without getting in revenge mode. This requires emotional balance.

Remarks

3) It is seen, that officers of same rank, class have ego clashes. For example, in UP, the SP & the DM were seen as having ego clashes.

This requires emotional balance to get over ego clash & Foster collaboration, teamwork to achieve greater public interest.

Hence emotional balance is very important for every civil servant to discharge his/her constitutional duty on letter & spirit.

Value judgements
administrative decisions

you wouldn't discuss about the pro comprehensively.

Remarks

Q5. The crisis of ethics in public life is more because of attitudinal problem of public servants rather than organizational ineffectiveness. Critically analyze. (150 Words) (10 Marks)

A public servant is expected to be ethical & professional in his conduct, as he also acts a role model for common citizens.

How crises on ethics in public life is more related to attitudinal problems?

1) Since independence, various organisational reforms have been initiated. However it is seen that these reforms have little impact on bureaucracy.

Example -- 73rd and 74th amendment was introduced to bring in democratic decentralisation. However due to apathy of civil servant towards decentralisation & people's participation, it is still not effective.

2) The bureaucracy is alleged for grabbing, corruption even when all pay commissions have recommended for salary hike. This shows attitudinal problems of lack of 'honesty & integrity'.

3) They see work as burden & lack of service commitment.

Remarks

However organisational effectiveness also plays an important role in this case.

example

1) The digital reforms/ e-governance (DBT) in LPG, have successfully reduced corruption & leakage.

2) Right based approach: making civil servants Accountable Legally also brought on many changes - NFSA, RTE, MGRCA etc

organisational reforms (Structure, procedure, rules) are necessary elements for success. However they are not sufficient. Proper focus on attitudinal changes (honesty, integrity, empathy, compassion) are needed to

enhance effectiveness in governance.

Define levels of Ethics in public life

↓
What are its manifestations

↓
Likely causes of it

Remarks

These causes can be attributed to either attitudinal problem OR Organisational shortcomings
↓
Conclusion

Q6. 'Collusive corruption differs from other type of corruptions because its unethical affects demoralizes the entire fabric of the society, which is doomed in poverty, illiteracy and backwardness'. Illustrate. (150 Words) (10 Marks)

Collusive corruption is different from other types of corruption in the sense, in this case both the bribe giver & bribe taker are in unhealthy nexus and benefit largely from it.

Examples

1) Crony Capitalism - Unhealthy collusion between corporate & Bureaucracy → Money/land
 may get trade benefits / tenders / contracts

2) Political Funding - Many corporates fund political parties and expect them to favour when they come to leadership position.

How the collusive corruption is more dangerous

In other types of corruption, the bribe giver is unwilling to give bribe.

There is scope of 'whistle blowing'

However in case of collusion, both parties benefit & no one will go against the agreement.

Remarks :

These types of collusion. Occur in cases having high financial value.

ex: Commonwealth game scam

Colgate Scam, 2G allocation, coal allocation

Further it leads to

1) inefficient allocation of resources - Social sectors may not get proper resources - leading to poverty, illiteracy, unemployment etc.

2) It also sets wrong precedent for common citizen. They feel powerlessness & also in future may go on the same path.

3) This affects the social, ethical, economical fabric of the whole society.

Question is not asking about "Collusive Corruption" in absolute term

It's asking to discuss the impact in certain context

You have knowledge but couldn't absolute your knowledge in correct context

Remarks

Q7. What could be the influence of a civil servant's private life on his/her public life? How would you prepare yourself to separate the two? (150 Words) (10 Marks)

A civil servant has professional duty to serve the public at the same time has certain personal obligations to parents, children, wife-husband etc.

How private life influences public life

Private life can influence public performance both positively & negatively :-

Positive

1) The civil servant may go through huge mental depression, work stress. In this case the family can support ~~the~~ him through mental counselling, showing love & trust in his capability

Negative

1) Family may force the civil servant to take bribe, to increase the income. In this case civil servant may go for taking bribe, after coming under family pressure

family
personal
affairs

Discuss other aspects also

Remarks

How will I prepare to.

Separate the two

1) Both the private & public life can't be separated from each other, otherwise it leads to alienation & more conflicts

2) I will try to inculcate the values of a good servant in my personal life too.

Values of honesty, integrity, forgiveness, equity, respect for women should also reflect in my personal conduct

3) This will motivate my family too to support me on my course of action

4) I will try to improve my emotional intelligence capability to bring emotional balance & to balance both the private & professional life.

→ Keeping personal time for family

→ No office work in home

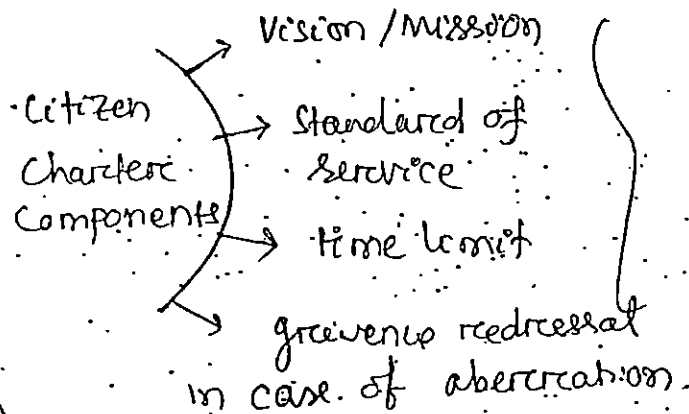
Remarks

Q8. Citizen Charters are more moral, than legal. Analyze.

(150 Words) (10 Marks)

Citizen charters are potent tools to generate citizens participation in governance process and hold the govt. accountable for its actions.

Citizen charters aim at improving quality of service delivery, by making citizens aware of their rights, and empowering them to hold officials accountable.



However, Citizen Charters don't have any legal powers of sanction for non-compliance. It at best provides for moral accountability of officials, but doesn't enforce legal accountability.

For instance, in case, if an official fails to deliver what he promised, there is no legal options for citizens to enforce the standards.

Remarks

Lack of legal force have led to inefficiency of Charters.

ex: In India, citizen charters are not quite significant

However, the main important force behind citizen charter is 'citizen'. Hence to make it more effective, 'citizen' can play a greater role than 'legal sanction'.

- (1) In the formulation of citizen charter people should be involved.
- (2) They should monitor progress & hold the official accountable.

✓✓✓✓

Remarks

Q9. Concept of accountability is inherent to the Weberian hierarchy. Critically analyze.
(150 Words) (10 Marks)

Weberian hierarchy based on Superior-Subordinate relation was aimed at to achieve the following:

- (1) Discipline
- (2) Rule-compliance
- (3) Performance
- (4) Co-ordination
- (5) Problem/conflict resolving etc.

The Superior/top manager is responsible for holding Sub-ordinate official accountable for his actions. Hence it was said that accountability is inherent in Weberian hierarchy.

However it has certain issues too:

- (1) Hierarchy leads to Diffused accountability as 2nd ARC also have pointed out this thing.
- (2) Hierarchy leads to Red-tape, delay, Secrecy.
- (3) Hierarchy, there is sense of Superiorness which is antithetical to Teamwork, Co-ordination, Collaboration and hence difficult to achieve goals of

Remarks organisation & enforce accountability

Hence, it is recommended that (2nd ARC) organisations should become flatter & leadership should be based on a sense of empathy. At the same time a appropriate level of hierarchy is inevitable for ensuring discipline in organisation.

→ How accountability is inherited in Weberian structure? Explain

You can't do it aptly

≡ | ≡

Remarks

Q10. What is essentialism? Do you agree that men and women are suitable only for certain kind of administrative assignments and so assignments should be gender sensitive?
(150 Words) (10 Marks)

Essentialism emphasises on the needs/
essential skill required for one to perform
a specific task.

It also has the value of "choosing Right man
for the Right Job".

Men & Women are suitable for certain kind of
administrative tasks?

It is believed that women are not suitable
for certain tasks such as military action. And
this is due to the perception of physical weakness.

& vulnerability of women's ability.

However... It is not ethical, to discriminate
based on gender. Every one should get
equal opportunity.

It is true that women may not
possess the skills, physical strength etc. for
some assignments. However it may be true for
male counterparts too.

Remarks

Hence the corrective action is to train / prepare & improve capability to make them suitable for the particular task.

At the same time the perception towards women's capability should be done away with. As any person can do his/hers best, when given the ~~pos~~ support & professional environment

→ L

Remarks

Q11. How does epistemology help a judge in the court of justice in making judgments in case of social and religious beliefs (jalikattu or triple talaq)? Explain role of epistemology in administrative decisions through an example. (150 Words) (10 Marks)

Epistemology refers to theoretical knowledge, knowledge about various laws, constitutional goals, provisions, ~~and~~ conventions etc.

This (epistemology) helps one to take decisions based on facts, figures, statistics to come about a Fair & objective judgement

How epistemology help Judge in Justice delivery

1) For example in case of 'Jalikattu', the Judges considered the laws of the land, Animal rights acts and also constitutional provisions (Article 21, 48) etc. to uphold animal rights.

2) epistemology helps in taking objective decision & not based on prejudice.

In case of triple talaq, temple entry Judges considered larger ideas of women empowerment / constitutional rights of women, rather than giving judgement based on

Remarks

narrow / parochial ideas of religion

Need of epistemology in administration

- The police is expected to work for public safety.

- However, in 1975, during emergency conduct of police was politicised, further in cases of communal violence, they are found to be

biased. Knowledge about

- Epistemology (Constitutional duty) will help them

making their conduct more transparent,
responsive & objective.

→ 2

Refer to hints

Remarks

Q12. Which should guide a police officer deciding to fire or not to fire on a protesting mob- 'deontology or consequentialism'? Give reasons. (150 Words) (10 Marks)

Police officers are expected to uphold the law, provide the public safety & security. In this context, a mob-protest is threat to lives of public & ~~part~~ their property.

Deontology

It emphasizes 'duty based ethics'. It is the duty of police officer to ensure peace & harmony in the society.

Hence firing on the mob may be justified to performent one's duty diligently.

Consequentialism

However firing on the mob, indifferently may lead to killing of many innocent persons & may result in killing of hundreds of protestors.

Which should guide a police officer?

(1) A police officer should not use firing indifferently. It should be the last resort as it leads to killing of many.

Remarks

(2) He should use other means of crowd management, give warnings, use tear gas etc.

(2) However, as a last resort to bring in peace & harmony, it is justified for police to resort to force. As it is their duty to save public from violence & secure their lives.

1/4/22

Remarks

Q13. One of the foundational value of public service is 'Selfless Service'. But life is not so black and white. There are grey areas that pushes to compromise with situation to survive. In this context critically analyze and illustrate whether a civil servant can serve 'selflessly'.

(150 Words) (10 Marks)

What are these grey areas
 'Selfless Service' or doing one's duty without
 much concern for outcomes (gross pay, Salary,
 Promotion) is necessary for a civil servant to
 discharge his public duties effectively.

However in many situations, civil servants
 compromise with their values to survive

- 1) Under political pressure a civil servant may compromise honesty & objectivity
- 2) Family pressure or peer pressure he may take bribe etc.
- 3) many a times a honest civil servant may come under political pressure to avoid transfer, suspension etc.

Whether a civil servant can serve
Selflessly

- 1) All the civil servants are expected to work in the largest public welfare.

Remarks

2) they are expected to have values of honesty, selflessness, commitment to work, courage, fearlessness etc.

3) to deal with political pressure, and take innovation, a B officer must be courageous & fearless

4) Factors of CS Constitutional duty to serve selflessly

However at the same time following grey areas need to be corrected.

① Political Supervision should be limited

② Work culture to reward innovation - risk taking & punish inaction / violation

③ ethical code of conduct enforcement

Civil servant, with values of honesty, integrity, compassion, service orientation, & with the support of administrative system & strong political leadership can discharge his/her duties more effectively & in a selfless manner.

Remarks

Q14. "Where law ends, discretion begins, and the exercise of discretion may mean either beneficence or tyranny, either justice or injustice, either reasonableness or arbitrariness". Discuss with reference to the need of ethics in administration.

(150 Words) (10 Marks)

Laws are formulated to reduce administrative discretion, abuse / misuse of power for

Personal gain.

However laws can't be expected to bring all the guidelines to guide all unforeseen future conduct of officials. Hence in this case official need to use their discretion.

Use of discretion

Beneficence

- to help one old lady in a long queue to get pension

Justice

- may help a needy person to get his benefits

Reasonableness

1) Using ~~laws~~ to discretion to help needy
ex: Disaster management

tyranny

1) Using official powers to threaten public
- police may use

injustice

1) PDS, grains are leaked to rich persons.

arbitrariness

1) Misuse of laws to silence freedom of expression (124 A)

Remarks: officers can take innovative action.

Explain how ethics can guide and control
whenever discretion

Need of ethics in administration

- Discretion is given also for independence & functional autonomy. Many times officials use discretion to bring innovation.
- However it also may be used for personal gain.
- In this case ethical values on part of govt officers will ensure proper use of discretion.
- Ethical values of equity, compassion, integrity, honesty will ensure that officials use their discretion to achieve welfare of people, especially uplift backward sections of society.

3

Remarks

Q15. Despite his charity, his integrity and his loyalty, Karna, one of the mightiest characters of Mahabharata suffers all his life. What a public servant can learn from the life of Karna?

(150 Words) (10 Marks)

Though Karna has the values of Charity, integrity and loyalty, he suffered in all his life, as he gave support to wrong side & his loyalty was towards the wrong side.

What a civil servants can learn from his

life:

- 1) The loyalty of a civil servant towards the public welfare and not towards political leaders to get promotions, good transfers should be
- 2) civil servants should support truth in their dealing. They should be transparent, open in their action and selflessly help poor people.
- 3) Civil servants should be courageous/fearless even to uphold truth/objectivity even if they have to go against any influential person: political leader, corporate leader etc.
- 4) Civil servants should use their skills, knowledge, competence, intellectual power for a good cause

Remarks

to uphold human rights, to uplift poor people & not to use for bad cause

5) Civil servant should refrain from taking help from influential leaders, which can act as a threat to their integrity & values of honesty

Hence civil servants should learn that their loyalty should be to constitution, their skills should be channelled towards public welfare, and their conduct should lead to enforcement of integrity

Good

11

Remarks

SECTION - B

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

Q16. 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:

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

(250 Words) (20 Marks)

(a) Ethical dilemmas

- 1) Constitutional duty v/s Ministerial responsibility
- 2) professional ethics v/s individual obligation to help a friend
- 3) law abiding citizen v/s individual benefits
- 4) civic duty to voice against malpractice & social evil v/s obligation to help a friend in need

Remarks

④ As a doctor it is my constitutional duty to abide by law, and help in proper implementation of laws in their letter and spirit.

Further as a professional doctor, I should follow ethical code of conduct for a doctor. However as a friend, and under ministerial responsibility I need to the opposite i.e. going against the law.

⑤ It is our moral obligation to help our friends in need and help them solve their problems.

However ~~not~~ at the same time it is our ethical duty to help a friend ~~who~~ to correct his course of action, if he is going in a wrong path.

In this case I will try to convince my friend to take voice against such social evil, as it is our duty as a citizen of the country to respect the laws of the land.

Remarks

(C) To ensure accountability, Constitution provides the ^{health} monitor to supervise & guide the doctors to ensure fulfillment of constitutional obligations.

It is ~~an~~ a duty of a doctor to obey health minister, when the order/direction leads to fulfillment of constitutional goal or it is in larger public interest.

However, if the direction is in contrast to above two, it is high ethical duty as a enlightened citizen to raise voice & resist pressure. Value of courage, fearlessness are put to test in this case.

(d) Steps to be taken

- 1) First talking to my friend making her aware about law & punishment & convincing to ~~take~~ resist such pressure.
- 2) Then talking with her family, if it is of no avail, then filing a police case.
- 3) If police enforcement remains, I can write a letter to any ombudsman (CBI, CVC) or NHRC to investigate the case.
- 4) My last resort will be to whistle blowing to bring the issue into notice of public.

Remarks

Well Assumed

Q17. Although India is amongst the fastest growing economies in the world, it still has one third of the world's illiterates. India is now confronting the perils of its failure to educate its citizens, notably the poor. India, being a mixed economy, needs government intervention in the area of education because education driven by profit motive cannot benefit the masses. But the condition of government schools in India is pathetic. Except for two or three states, all the Indian states have poor educational statistics. More Indian children are in school than ever before, but the quality of government schools has sunk to spectacularly low levels. The children in these schools come from the poorest of families - those who cannot afford to send away their young to private schools elsewhere, as do most Indian families who have the means. India has had a legacy of weak schooling for its young, even as it has promoted high-quality government-financed universities. If in the past, a largely poor and agrarian nation could afford to leave millions of its people illiterate, that is no longer the case. Not only has the high growth ensured that we have a shortage of skilled labor, the nation's many new roads, phones and television-sets have also fueled new ambitions for economic advancement among its people - and new expectations for schools to help them achieve it. In the light of the grim picture of public schooling in India suppose you are a District Collector, and a group of poor people approach to make you aware about the pathetic conditions of public schools in their areas. They handed you a letter that contains five problems regarding dismal states of schools i.e.

- (a) Lack of hygienic toilet facility especially for girls as there are common toilets only,
- (b) Non availability of clean drinking water,
- (c) Lack of proper security,
- (d) Absentee teachers and
- (e) Rude behavior of teachers and staff with the students.

Because of such problem often parents are not sending their children. Dropout rate is also high. Your education minister also expects something concrete from you, as he has to answer local public and media about this issue. With respect to such problems how will you go about providing solutions so that your action may become example for others to learn?

(250 Words) (20 Marks)

Opportunity For me :

This case clearly signifies an active citizenry who are willing to participate in governance ~~etc~~ and monitoring of government school functioning.

problems - 1) dysfunctional state of schools
2) quality of education 3) high drop outs.

Remarks

Solutions

To bring in quality education & Universal accessibility, I will consult with Gram panchayat, local people, Zilla parishad, NGO, Private schools to come up with a comprehensive education plan for the whole district. The plan should have essential

Components: (1) Infrastructure - toilet, drinking water, transportation, residents

(2) Teachers Training: Not only technical but also sensitivity training to improve their attitudes towards children

(3) constituting a Monitoring system consisting of local people, Sarpanch, Parents at village, block & district level.

(4) A Grievance Redressal mechanism in district collector's office, where people can complain about inefficiency, and other problems in govt. schools.

(5) Taking help of experts to create a 'index' to measure progress in above parameters - which is to be measured periodically.

Remarks

(6) Incentive structure - to reward a community for improvement in 'School performance'

Specific solutions for the above problems.

1) Lack of toilet for girls

Taking help of govt. schemes, NGO contribution, and CSR funds can be allocated for construction of toilets in the schools.

Further, I will ~~try to~~ ensure a mechanism for maintenance of these toilets; keeping it clean, availability of water.

2) Lack of clean drinking water

Like above help of NGO, CSO, private sector can be taken to provide clean drinking water.

3) Lack of proper security

Especially for girls from bar-brug area, transportation & resident service can be provided.

In schools, Self-defence skills can be provided.

4) Absent of teachers

I will install, biometric systems in schools. due to lack of resources, in first phase, it can be installed in schools having very low performance & high teachers absent.

Remarks

e) Rule behaviour of teachers -

- Sensitivity Training to improve ~~imp~~ interpersonal skills
- Teachers-parents meeting to hold teachers accountable
- periodic meeting with zilaparashad to measure progress.

Other problems

Drop outs

- creation of Vocational skilling centers
- Mission for re-enrollment of students
- making education more interesting: Science Fair, library, digital tools etc

In "Problem" oriented case studies:
Correct course of Action -

- ① Assessment of Problem
- ② Planning keeping in view the limitations
- ③ Implementation (You do it)
- ④ Coordination during implementation
- ⑤ Monitoring → feedback → course correction

Remarks -

Q18. The Civil Services Exam is one of the toughest and the longest exam system in the country. With the limited number of attempts and nearly five to six lakh applicants appearing each year, of which only 1,000 or less get selected, there is a huge pressure on the candidates to crack the exam and it may lead to the bouts of depression, anxiety and mental stress. Civil Services candidate faces many issues during the course of the preparation. Many candidates leave their homes and move to metro cities for coaching and preparation. They take up accommodation that gives them little comfort. Most of the aspirants do not know how to cook, and some in order to save time eat at the roadside stalls or depend on "Dubbawalas." Having improper food and uncomfortable living, many aspirants end up having health issues. Besides, the coaching institutes in order to produce good results put pressure on the candidates to increase the hours of studies. Loss of sleep impacts the body and the aspirants get totally exhausted. Overall level of stress is very high. For an exam like UPSC, where there is cut-throat competition, the only goal of aspirants is to somehow clear the exam and they ignore the insurmountable pressure on them. You are also one among them. After repeated attempts you failed to qualify this exam and you are in stress as you have lost most valuable time where you could have easily opted for alternate career. One of your best friends has met the same fate and he is in depression. His mother calls you and asks you to take care of her only child. She requests you to motivate him to something big in life, one examination does not make or break everything in life. In the given scenario, how will you motivate yourself and your friend? And, how will you cope with your stress?

(250 Words) (20 Marks)

Problems

- 1) Stress, mental depression
due to repeated failures
- 2) Uncomfortable living
in Metro cities - health issues
- 3) Lack of motivation for me
and my friend.
- 4) Loss of time, which
could have led to alternative
career.

Responsibility

- 1) To motivate oneself
and my friend.
 - 2) To support my
family & mother of
my friend, who also
may need mental
support
- Skills required
Emotional intelligence.

Remarks

• How to motivate myself & my friend

The UPSC exam based on merit and open competition gives everyone equal opportunity to serve the country. Further through rigorous exam procedure, it ensures best minds with good hearts are chosen to the service.

Hence time, & resources, both are required to qualify the exam. In this case I will talk to my friend & first patiently listen to his/her problems, issues, stress etc.

Then I will try to convince him to ensure consistency & perseverance in his preparation, as this leads to success.

Further, in future as a civil servant he/she has to deal with uncomfortable life (remote place, lack of electricity, stress, political pressure, demand from people).

Hence in a way the exam itself prepares us for a responsible civil servant of future.

Remarks

To motivate him further I will share stories of some successful students who cleared after repeated failures.

I will also share stories of unsuccessful candidates, who excelled in other fields. Hence if we fail, we can do our job to give service to people in other fields too.

At the same time, I will talk to the mother of my friend & give her assurance about stability of her son/daughter.

How to deal with stress

As a future civil servant one should learn the values of balancing life, getting self-motivated, knowing one's own emotions & managing those emotions to boost motivation.

I can practice Yoga, Exercise to maintain my health, and read motivational stories to keep up my motivation.

→ Medical help.
→ Alternative career option
→ Healthy & balanced life style

Remarks

Q19. Mr. 'X' had applied under RTI Act to the District Planning Officer who was also PIO, asking information about unspent balance of the last five years on account of MPLAD funds. The name of a particular MP was mentioned in the RTI application. The PIO knew applicant to be a political opponent of the particular M.P. The PIO came to know informally about the applicant's plan to discredit the sitting M.P. in the forthcoming General Elections, by bringing these information in the knowledge of the voters.

The following are some suggested options for PIO. Evaluate the merits and demerits of the options.

- PIO should ask M.P. whether he should provide these information to the applicant because MP is third party in the case. According to the act, third party consent is mandatory.
- PIO should refuse to provide information because the applicant might use these information against the local M.P. to discredit him.
- PIO should provide all the information as has been requested whether local M.P. likes or not.
- PIO should seek the guidance of District Collector Cum District Election Officer because information sought is related to his jurisdiction and is political in nature.

Also please indicate (without necessarily restricting to the above options) what PIO should do in future in order to avoid such controversies?

(250 Words) (20 Marks)

RTI Act aims at improving transparency and accountability to make citizens aware & bring in Public Welfare.

However many a times RTIs are used for personal gain, Partisan interest which goes against the spirit of the law.

As an PIO, one should be cautious about such misuse of the law & take corrective actions against such violators.

Remarks

(a) Asking the third party (MP)

Mercot

- 1) It will ensure that information is not misused - (Partisan interest)
- 2) PIO's conduct will be neutral & objective.

MP's consent not required. Demerit

1) M.P. may not give consent for revealing information - Violation of one's Right to know

(b) Refusing to provide information

Mercot

- 1) The ~~was~~ probable misuse of information can be prevented.
- 2) Act as precedent for future, where Party leaders may not use it for Partisan interest.

Demerit

- 1) violation of Right to know.
- 2) M.P. may go to CIC (Appellate authority) - which may investigate my Conduct (Threat to my Position)

(c) PIO to provide all information

Mercot

- 1) Upholds everyone's right to get information
- 2) may bring to notice the malpractice, of the M.P. in question
- 3) People can vote responsibly

Demerit

- 1) Misuse of law - Value of professional ethics violated
- 2) In future many party leaders may use this route.

Remarks

in next election - democracy

3) may lead to bad relation with the M.P. - Neutrality in question

① Seek guidance from District Collector - & D.E.O

Merit

- 1) uphold objectivity
- 2) No threat/question on my conduct, /responsibility
- 3) decision based on objectivity

Demerit

- 1) D.C /DEO may not reply on time-delay in taking decision
- 2) Not taking responsibility in a ~~side~~ demanding situation goes against work ethics

Course of Action

- 1) Giving information is certainly my duty. Further if the information reveals ~~mis-~~malpractice people can vote responsibly.
 - 2) However RTI is not the tool for this, the proper way to hold them accountable is by Parliamentary questions, debates.
 - 3) Hence in this case, I will consult D.C. & DEO and take actions accordingly.
- How to avoid such controversies in future?
- 1) Consulting with D.C/DEO to come up with guidelines to deal with such controversies without requiring to consult them (D.C/DEO)
 - 2) Creating an awareness campaign to prevent

Remarks

- 3) Proper implementation of punishment provisions - misuse of RTI whoever uses it for partisan interest

45/2

45/2

Q20. One small area of a district headquarter town is in the grip of encroachment. As a result, people face lots of problems due to the congestion of roads and the most affected lot are senior citizens, who face difficulty in crossing the congested and crowded roads. This is creating a problem around two roundabouts and two parks of that area. Besides, area is also very dirty and there is no arrangement of cleanliness. Senior citizens of that area have appealed to the state government to appoint a young but disciplined and energetic officer in the town to take care of the problems and grievances of the people. Executive officer of the local civic body said they were doing their best to clear the encroachments in the town from time to time. However, once the encroachments were removed, the same people find other sites in the same area to be encroached upon. Residents desire that there should be some attempts to beautify these places as are done in many other cities of the country. They also want beautification of parks so that even children can play. Local MLA is also ready to fund. You are Municipal Commissioner of the city and when a delegation of eminent people has come to meet you with a request to do something for the purpose, you checked up with your finances and accounts department, which expressed its reluctance to provide with resources.

What are the issues before you in this case & how you will execute options effectively?
(250 Words) (20 Marks)

Problems / Issues

- 1) encroachment in the area ^{lack of} leading to congestion, cleanliness problems for senior citizens
- 2) inefficiency of officer of local body to take effective action to prevent encroachment completely
- 3) People's demand for beautifying parks but reluctance of finance department to fund.

opportunities

- 1) Willingness of people & support
- 2) Support from Local MP to fund
- 3) People's participation in Municipal governance

Remarks

How to execute the process

- 1) First is to hold the local officers accountable. Finding out reasons for failure to take effective action.
- 2) If in case, problem is escalating, help of police can be taken to prevent such encroachments.
- 3) Effective implementation of Swachha Bharat Abhiyan, with participation from local people, NGOs, to bring on cleanliness.

How to Fund the project

- 1) I can request the finance department to reconsider it. In case, it shows reluctance, I can call for a meeting of Councillors, to formulate a plan to gain resources.
- 2) The local MP can provide fund under MPLAD & ~~SANSAD~~ scheme.
- 3) Further funds under Swachha Bharat Abhiyan can be used.

Other Sources of Funds

- 1) Municipal bond
- 2) Green bond
- 3) aid & Loan from foreign institutions: WB, IMF
- 4) requesting state govt to

Remarks

- 5) crowd funding
- 6) local levy to fund the project - State govt can empower for this.

Further for proper Utilization of funds for the Project, I will constitute a committee consisting NGO, local eminent person, senior citizens to monitor the implementation.

At the same time, I will ensure more finance from above sources for proper maintenance of the park. And the park can be open for tourists - to generate fees to self-finance the park's maintenance cost.

6
Refer page 4

Remarks