


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. <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> 
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1. Invigilator Signature

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Date 03/08/17

Signature Vikram Malik

SECTION - A

Q1. What is the difference between management and administration? What do you mean by a formalized administrative structure? How does it help in administrative management?
(150 Words) (10 Marks)

Management is the internal process of allocating resources, optimising deliverables and matching them with available skill sets to produce the desired result.

Administration is more external. It involves governance of the outside world of an organisation in a fair, equal, transparent manner. In other words, administration can be the desired end whereas management is the means.

A formalised administrative structure is one which has put systems in place for redressal of grievances, service provision - like well-oiled machinery.

Remarks

Need to be lucid with your thought

For eg. the central government has a formalised structure in the form of different ministries and departments to deal with various functions.

Such a structure helps in administrative management as it deals with both the means and the ends. Formalised structure

showcases management that is effective and efficient, transparent and accountable for its field.

The ultimate product is good governance which is the vision of good administration.

21

Remarks -

Q2. 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)

Define it properly

Essentialism focusses on the essential tables at hand, as the mean denominator of the work to be performed. It negates the peripherals and concentrates on the basic table at hand.

For eg. in crowd management, it would negate the peripheral tables and focus primarily on how to manage crowd effectively.

No, I do not agree that assignments should be gender sensitive when

it comes to administration. At the most, the defence services may require gender specific tables. The civil administration however, requires an intellectual skill set with managerial capabilities.

Remarks

Can there be no categorization on the basis of softness & toughness of women's & men's nature respectively?

which are not dependent on biological constructs, perhaps the only difference between man and woman.

For eg. women IAS officers or IPS officers like Aruna Sundarajan and Kiran Bedi have been equally competent in administrative tables.

2 1/2

Remarks

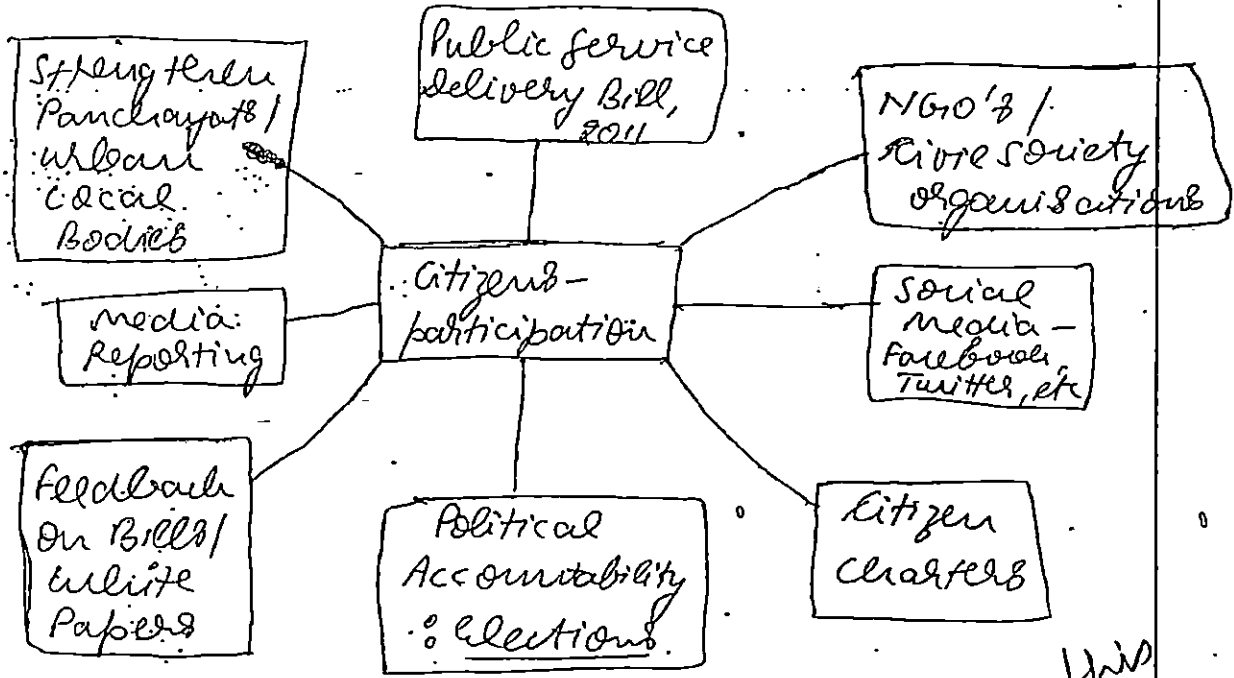
Q3. It is rightly said that governance has to be ethic-conscious since it entails efforts towards ensuring public well-being however, the hierarchical system and lack of accountability creates more ethical problems than it solves. Why? Enlist the instruments required for making the citizens an integral part of the governance. (150 Words) (10 Marks)

Governance needs to include ethics like empathy, compassion, fortitude, loyalty, credibility, obedience, etc.

This will ensure that before decisions are taken, the peoples' point of view is considered. Since they are the subjects of governance, it is of utmost importance.

The hierarchical system and lack of accountability does create more ethical problems. The process is not always followed, there is obedience to wrongdoing, bosses take credit for work of juniors, there is procedural impropriety, lack of probity and inconsistent application of morality.

Remarks



1/2

Better explain flow chart this

Remarks

Q4. Regular elections ensure that the citizens are not stuck with bad leadership but this phenomenon of regular election is the biggest reason for decrement in the ethical conduct of leaders. How can you justify the importance of free and fair election in the democratic system? (150 Words) (10 Marks)

Regular elections ^{are meant to} ensure that the inefficient legislators are voted out and opportunity given to promising ones. However, regular elections in practice lead to the problems of use of money and muscle power, collusive and coercive corruption, prevalence of criminalisation of politics etc. Hence, they lead to decrement in ethical conduct of leaders.

The importance of free and fair elections is a part of Basic structure of the constitution and its importance lies in where is it written?
 → guaranteeing political accountability in governance

Remarks

Are these symbols of successful democracy?

- democratic principles in play, where the people say their verdict on performance of government.
- empowerment of the public, politically.
- ensure 'people' at centre of governance deliverables.
- At least before elections, governments double the deliverables in citizen services.

Hence, elections need to be free and fair, as is ensured by an independent election commission.

To get more parity, state funding of elections can be explored.

2

Q5. 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 is the knowledge of systems and the reasons of divergence, if any, between beliefs, faiths and laws. It helps a judge in making decisions in cases like triple talaq / jallikattu, as it ensured empathy, compassion, understanding the basis of essential religious practices before delivery of judgments.

For eg. Justice K. Joseph said that triple talaq is not permitted in theology, hence not in the constitution as well. This was a clear case of applying epistemology in declaring rights.

Remarks

Similarly, epistemology can play a role in administrative decisions as well. For eg. a DC of a place understanding the beliefs of Anand Margis to permit a profession temporarily in a place.
Eg. the Karwai professions in Delhi were allowed due to knowledge of their beliefs and practices.

~~Need to elaborate your view. (2 1/2)~~

Remarks

Q6. 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)

Deontology lays emphasis on the means, rather than the ends. Hence, the procedure/rules have to be followed for the sake of the rules, as duties. 'consequentialism' or teleological approach looks at the end result of the act and whether that is ethical or not.

Firing on a protesting mob depends on how unruly the situation really is. Deontology will not fire as the process towards the end is 'peace' will be through diplomatic means. Consequentialism will overlook the deaths as long as peace prevails. Gandhiji advocates the former, while

Remarks

Bentham, Mill, etc. advocates varied forms of the latter.

The middle path can be firing in the air to warn the mob. If the mob gets too wildly, other methods like tear gas etc can be adopted.

But firing straightway is too aggressive and means are as important as the ends.

Why do they need to resort to force?

Remarks

Q7. What is the relation between vision and mission? How does building camaraderie help in achieving vision and mission in an administrative set up? How can camaraderie be developed?
(150 Words) (10 Marks)

'Vision' is the foreseeability of a good desired end. It is the ability to have the foresight, plan towards a goal and want it. 'Mission' is to make that foreseen goal an objective through proper planning and small deliverable steps. A mission is of ten important to fulfill a vision.

Building camaraderie helps in blending the vision and mission among close group of people to have the effect of an enhanced commitment and intensity to pitch into and leapfrog into more achievable outcomes.

Remarks

First of all you need to discuss what camaraderie means.

camaraderie can be developed

by:-

- Team building exercises.
- sharing personal stories and space.
- Showcasing attractiveness of end results and unity as the best way of achieving it.
- Effective leadership.
- Sports encouragement together.

2 1/2

Remarks

Q8. 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)

True civil service is supposed to be 'selfless service'. However, the grey areas can be the thought that one can serve selflessly only when one is in a position that impacts people on a large scale. For this, compromises may be required to get posted to those positions.

However, this is not necessarily true. There are two ways to get one's worth realised and survive - (a) political collusion (compromise); (b) capacity building and make oneself so good at work that the political class needs to showcase good work.

Remarks

Discuss
selfless
ness
with
illustration

to the public. For this, one can work tirelessly and contribute in any position that one is.

Therefore, civil service can be completely selfless if the dream of self enrichment is given up, coupled with good work for the public.

2

Remarks

Q9. What do you mean by Trust? How this value will help you in becoming a good Civil Servant? How a Civil Servant can sustain trust in his entire career? What are the challenges in doing so? (150 Words) (10 Marks)

Trust is the value that instils confidence in a person/institution through consistency and predictability of actions, showcasing good ethical conduct.

It helps in becoming a good civil servant as:-

- confidence in system.
- Justice delivery.
- Impartiality and no Bias
- consistency and probity
- incorruptibility.

These repose faith of people in the system and bring about righteousness.

To sustain trust, a civil servant must be consistent with his

Remarks

principles, be transparent and take responsibility for actions. He must not ever give in to political compulsions and stay clear of corruption.

Challenges :-

→ Political influences.

→ Rolling / Spiralling effect from colleagues.

→ Material wants

→ less pay to fulfill material wants

→ Readiness of public to pay for work done - culture accepts it now.

Need to elaborate these bullet points

2

Remarks

Q10. "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)

Law governs society. However, law can't cater to all situations in society and for this, the executive has been given discretion to act. Discretion can be antithetical to justice, reasonableness if not checked. Hence, to check excesses, there is a need for rules / delegated legislation to reduce discretion to the maximum extent possible.

Discretion needs to be guided against and against ethical misconduct on the following grounds:-

Remarks

- Procedural impropriety
- Bias - no man can be a judge in one's own case
- unreasonableness
- Arbitrariness
- Follow rule of law

- Article 14:

②

Explain
these
all
in
brief.

Remarks

Q11. Despite his charity, his integrity and his loyalty, Karnā, one of the mightiest characters of Mahabharata suffers all his life. What a public servant can learn from the life of Karnā?
(150 Words) (10 Marks)

What a public servant can learn from the life of Karnā is that misguided loyalty and integrity are like good means to a wrong end. His loyalty to Duryodhan is unquestionable but in turn, he was loyal to wrongness.

Similarly, a civil servant must guide his integrity and loyalty towards good means and good ends. Both are important. Otherwise, loyalty to a corrupt politician can't exercise a civil.

Remarks

servant just because he was
loyal. The ultimate end was a
malaise to society.

2

- You are thinking
in right direction
but need to
elaborate your
view.

Remarks

Q12. Do you agree that one major step for reducing malpractices in organisation is providing accessibility of complainants to people? As a head of the government organisation what steps will you take to provide access to grievance redressal properly?

(150 Words) (10 Marks)

Yes, grievance redressal is an important cog in the wheel of governance. If complaints are not heard, and addressed; it will promote a culture of indifference and impunity.

Further, wrongdoers must be brought to table to restore faith in the system and enhance its credibility.

Steps :-

- set up independent redressal wing, dedicated to the cause.
- Avoid conflicts of interest in the two functions.
- encourage reporting by the

Remarks

people and showcase that wrong things will not be tolerated:

→ lead by example in that open myself to constructive criticism as well.

→ Awareness of rights and duties ^{generation}

2 1/2

- Single window: grievance redressal system

- Effective communication between service provider & affected people

Remarks

Q13. Temperance and Prudence fetch respect from colleagues rather than the high intellectual level. Do you agree? Illustrate with example. (150 Words) (10 Marks)

Temperance is the value of appreciating others' point of view and giving scope for its validity, before showcasing one's own opinion.

Prudence, is rationality and wide thinking on logic which makes decisions more legitimate. It also means efficiency & effectiveness.

Temperance and Prudence are better than the obscure intellectual level because they reflect ground realities more, with more scope for all angles to be taken into account for decision making.

Remarks

Hence they gained more respect from colleagues. For eg, a person may not come to office due to extreme ill health of his mother. Temperance and Prudence will enable understanding and get work done from another instead of focussing on reprimanding him. This will gather more respect as a leader than strict and blind red tape.

2½

Remarks

SECTION - B

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

Q14. Ragging usually begin as an innocent tradition to get new students acquainted with each other but has gradually become a method by which anti-social elements of the institute assert their dominance on the campus.

You are Vice Chancellor of a university where 20000 students are enrolled. Every year the cases regarding ragging of fresher students by the seniors are reported. Recently a fresher student became victim of frequent ragging and sometimes violence when apparently he defied irrational and vulgar demands of the insensitive seniors. He complained to you related to that next day. Answer the following based on the above case:

- What would you do to restore the loss of self-esteem, to the victim?
- How will you remove the feeling of helplessness and being let down in freshers, for no fault on their part?
- If the students involved in ragging are identified, what will you do?

(250 Words) (20 Marks)

The ethical dilemma in the present case is the conflicting rights of freedom of speech and expression and the duty to respect others' integrity and personal space.

- (a) To restore the lost self esteem of the fresher student, I will follow a multi pronged approach:-
- Set up a committee of enquiry to inquire into the incidents of violence and ragging to determine those who are guilty and upon whom responsibility

Remarks:

How can you make him reassured at personal level?

should full.

→ Spread and initiate a message from the VC's office to all students and faculty on no-tolerance of ragging and that it is against rule of law.

→ highlight consequences of ragging like expulsion, black listing etc.

→ Invite ^{and tell him} the president that the guilty would be punished and programs are being put into place to prevent such events in future.

→ Provide for professional counselling of the student.

→ Awareness programs to be launched on importance of not ragging and the consequences that follow.

The steps would holistically deal with the particular incident and future events.

(b) To remove the feeling of helplessness, in addition to the above measures, I

would:-

Remarks

- 1/2
- encourage teacher-student sensitization programs where students will be explained the stressed situation using empathy, as they were in ^{that} one spot earlier.
 - set up helpline to report incidents, take action, and guide investigation.

(C) If the students are identified, I would:-

- suspend them temporarily, giving them the responsibility of working on no-logging programs.
- Punishment plus responsibility should make them sensitized and reformed.
- Further, a public apology would be ensured to make an example of misdoers.
- If situation doesn't improve, I will follow rule of law, report to the police and take final action of expulsion.

Action should taken after proper scrutiny.

Remarks

Q15. Consider this latest trend in the Indian society. Girls are coming out, that is new India. They work in late and night shifts. They travel desolate and lonely places alone or with their team mates and bosses for work. The mindset of a major chunk of educated and uneducated males both in India, however, has not changed as fast and girls remain vulnerable on bus stands, metros, roads, subways and offices. This is evident in almost all the metro cities and even in some small towns and villages. Answer the following questions:

- Suppose you are the police head of one such place where working girls are assaulted very often, what will you do to stop such a menace?
- If you have to have an interaction with Chief Minister and Home Minister of the state, what would be your suggestions for improvement of such situations in the metro cities of your state and small towns or villages?
- Will there be any difference in your approach with regard to 'metros and small towns/villages in this regard?
- Is there any need to meet people in this regard on the available forums in the area? What will you convey?

(250 Words) (20 Marks)

(a) As the police head, my primary responsibility is to maintain law and order in a way to ensure punitive and preventive approaches are followed. Hence, I would:-

- Create awareness on need for women to report incidents. I will work with tech companies to launch an SOS button and reporting app on mobile phones.
- Work with civil society volunteers to increase reporting of crimes.
- Maintain anonymity of reporting women to ensure future safety and deal with social stigma.

Remarks

2½
good
→ Arrest and punish the offenders and
outrageous cases with strong FIR's and
chargesheet reports.

→ work with DC's to ensure awareness
programs for Respect for women, etc.

(b) Suggestions for metro towns:-

→ Make women safety a mass movement
on a large scale like Swachh Bharat Abhiyan

→ Increase capacity of police force to further
patrolling in efficient manner.

→ Align criminal justice system and
forensics to speed evidence collection.

→ Work on corruption and collusion by
sensitisation programs of police and politicians.

For small towns/villages:-

2½
good
→ work with civil society to further
door-to-door awareness programs

→ change education systems to extent of
including Respect for women.

→ Awareness programs like plays, street
dramas etc.

→ combine programs like Swachh Bharat with
women initiatives to change mindsets.

Remarks

(c) No difference in approach will be regarding the scale of programs and the manner/approach adopted in fulfilling those programs. eg. in methods, large scale programs like movements involving all stakeholders (NGO's, civil society org's) will be adopted. In small towns/villages,

2

door to door, community participation programs can be adopted. The overall purpose however, is Panchayati Raj institution can play same.

(d) yes, meeting people is integral to important role in

enabling a change in mindset of the dominant class. The various fora can be public debates, entertainment programs,

getting model celebrities to speak out, social media like facebook, Twitter to engage with people to bring about this paradigm shift.

2

I would convey the need and importance in this modern world, to shed cloak of patriarchy, and embrace women empowerment, safety, ance respect and to replicate

Remarks

this in personal lives.

Q16. A young civil servant, after completing his training schedule, joined an assignment in a government department. He as a young and zealous officer tried to implement the ideas for change and improvement in the existing system by adopting innovative ideas and out of the box thinking, but found hierarchical set up too feudal in mindset to allow new thinking and experiment. He was very frustrated to find that he was just a small cog in the system with no say at all in the decision making. He also found that there was no mechanism to raise the issue without attracting the ire of his seniors. He decides to quit the job, which is too monotonous, onerous and lacking in space for new things and liberty to make things better. Answer following questions:

(a) What are the issues that a new entrant into the service face?

(b) Examine those issues and find possible solution. (250 Words) (20 Marks)

(a) and (b)

Better
discuss
both
part
separately

A new entrant into the civil service is generally full of optimism and enthusiasm and a zeal to undo all the social wrongdoings / failings he had studied about on his way to getting into the service. However, on the ground level, he is faced with the following issues:-

→ Hierarchical set up - In the district, he has to wait for 7-8 years to become a DC and finally be in a position to have a direct impact. This is because as Ac (V.T), S.D.M and ADC one is under direct orders of the DC. even as DC,

Remarks

Need not go into such depth of hierarchy.

The political bosses' agenda may be different from what is good, and that has the final say.

→ Experience over merit - The system prefers years of experience over meritocracy (as in private sector). Hence, an efficient boss may ~~continue to spread inefficiency~~ throughout, just because he got into the service earlier.

→ Unidirectional appraisal - feedback and promotions are "top-bottom" with little scope for review of juniors' feedback. Resultantly, it promoted the "yes man" syndrome.

→ Skill upgradation → Throughout service of 33-35 years, training takes place only 5 times, with first 2 times at entry level. This leaves little scope for renewal upgradation of skills and improved socialisation.

Remarks

→ Politicisation - since political bosses determine postings, officers are willing to go to any extent to gain them.

→ corruption - the guilty escape due to political collusion; and the honest are scared to take decisions due to current Section 13 of Prevention of Corruption Act, which doesn't require Mens Rea.

Solutions :-

→ 360° Appraisal for promotions - as introduced by current government.

→ Prevention of Corruption Act should be amended to shield honest decisions gone wrong.

→ Civil Services Board to be implemented to reduce politicisation of postings.

→ Strengthen audit mechanisms to introduce accountability.

→ Balance between egalitarian principle and meritocracy.

Remarks

Q17. Consumer Oriented growth combined with rapid product obsolescence and technological advances are new environmental challenge - the growing threat of "Electronics Waste" or "E-waste" that consists of obsolete electronic devices. Though the government has designed E-waste management rules but the implementation of it are poor. As a head of NGO what steps can be initiated to provide skill to the informal workers which are handling the e-waste and suffering from diseases arising due to it. Further how you may bring different stakeholders at one platform to initiate implementation of E-waste Management Rules.
(250 Words) (20 Marks)

The role of an NGO is integral in society to supplement the efforts of the government. Though the government has done half the job by introducing the Rules, it is upon NGOs to assist it in implementation. To provide skill to workers and deal with ill effects, the following steps can be taken:-

→ Set up skill upgradation centres to teach them to segregate waste at source, to identify different kinds of wastes etc.

→ To hold educational initiatives on the possible ill-effects on health during the work, and on

Remarks

preventive measures to be adopted for the same.

→ Conduct basic science lessons on how to deal with electronic metals like cadmium, nickel, nica, lead, etc.

→ Encourage coordination with the government to address the problem together.

→ Upgrade health facilities, working with government, to ensure their timely treatment.

→ Work with big hospitals and educate involving their CSR to treat poor workers suffering from such diseases.

To bring different stakeholders ^{on} one platform:-

→ Awareness generation through public programs.

Remarks

→ Consumers need to be made aware of their role in the system through a labelling of items.

- Repeatedly coordinate with government to also ensure performance of its responsibility.
- Public debates / seminars and invite government and industry representatives, along with members of NGOs and civil society.
- organise social media movements to further this cause.
- Articles in local and national newspapers, advertisement in print and ad media to generate public involvement.

Therefore, as an NGO leader, I can play the role of a catalyst of a public movement in e-waste management.

7 1/2

Remarks

Q18. You are a head of the IT department in government office. Due to the launch of Digital India programme, the work pressure has increased tremendously but you have poor manpower to handle the situation so you can either reduce the level of challenges to something more manageable or increase level of skill. But reducing the level of challenges is infeasible as you can't mould the outer circumstances. Hence, how can you improve the level of skill? How will you make sure that your colleagues accept the changes wholeheartedly?
(250 Words) (20 Marks)

As head of the IT department, it is my responsibility to ensure smooth transition from physical to digital governance in a transparent and accountable manner, without giving excuses for failures. This would showcase my leadership skills and satisfy my professional requirements.

Reducing level of challenges is not feasible, not only because of outer circumstances, but also because of targetting of achievables, which cannot be lowered. Lowering them reflects inefficiency and ineffectiveness, regardless of the work load.

Remarks

To improve the level of skill:-

→ Constant and simultaneous training classes can be conducted in rotation.

→ This will ensure skill upgradation, and the work will also not suffer.

→ Lead by example - undertake skill upgradation myself to ensure and display commitment to the cause.

→ Upgrade systems - seek disbursement of funds from the government to upgrade technologies to improve capacity of work.

→ Separate processing technical and non-technical functions → non-technical functions can organise work better and technical people can work effectively.

To ensure acceptance by colleagues:-

→ Hold sensitization programs on need to upgrade skills to become better professionals.

Remarks

→ leadership - by involving myself in the process, by showing commitment, staying overtime with team etc.

→ encourage spirit of positive competition

- between colleagues to foster performances.

⑦ → encouraging reward for better performances.

→ Fostering team spirit ~~and~~ building exercises.

→ Driving performance as mode of professional satisfaction.

They should be introduced with the benefits of ICT.

Remarks

Q19. Due to the contemporary developments in the information technology and convergence, the accesses of adults and children to media including variety of entertainment have increased. The children have impressionable minds and the quality of entertainment would have a bearing on them even when they grow adults. One moderately rich family has two children who have given mobile phones to their children with internet connection so that they can complement their studies with huge amount of information and aids available on the internet. Father encourage children to 'grow with the technology of their times' and rather than 'forcing discipline' on them. However, there is also misuse of information technology. The students are engaging in many undesirable activities outside the school, especially their exposure to many computer games (Blue Whale Challenge, Dead Space 2, Mortal Kombat, Medal of Honour, Call of Duty Black OPS, New Vegas etc.), which are known to be fatal and addictive, impinging on their education and value systems..

Answer the following questions:

- What steps parents can take to stop such new and pervasive kind of menace due to the unrestricted use of the computers and mobile phones?
- What is the importance of "forced discipline" in this case?
- How can discipline be sustained for a long time without discontent of the subjects?

(250 Words) (20 Marks)

- (a) The parents need to understand that withdrawing technology is not the solution to such challenges. Instead, they should :-
- Impart knowledge on the need to limit mobile phones to positive acts that are constructive.
 - Examples can be given of students who adopted challenges like the Blue-whale challenge and died as a result.
 - Foster an environment of honesty

Remarks

At times one has to be strict as well as soft.

and trust with children to ensure they don't start licking from the parents itself.

→ Balance to be struck between discipline by saying 'no' and discipline by partaking in those activities.

→ The attitude of generating fear of parents should not be adopted.

→ Encourage reading and out door sports through watching role models like Tendulkar, Kohli etc.

(b) Forced discipline is a delicate thread which can guide and reform children's thinking or alienate them.

The former is what should be pursued. However, it is also important to the extent of non-addiction to such technology.

Therefore, it can be used as a tool to ensure the pace of healthy

Remarks

2

development of a child is not strayed. At the same time, too much 'forcing' can have its negative effects.

(c) Discipline can be sustained for long without discontent if the correct socialisation is provided to

children - in that it must be instilled from within - with a bliss of judgment on what is right and what is wrong. If right or wrong is pushed upon children, it will be counterproductive and the children can go astray.

Therefore, correct socialisation with an individual judgment on right or wrong actions is the way forward.

Parents need to behave
friendly with their
ward.

Remarks

2½

