

## ETHICS, INTEGRITY AND APTITUDE

Time Allowed: 3 hr.

Max. Marks: 250

Q.	Marks	Instructions to Candidate
1.		<ul style="list-style-type: none"><li>• There are 20 questions.</li><li>• All questions are compulsory</li><li>• The number of marks carried by a question/part is indicated against it.</li><li>• Content of the answer is more important than its length.</li><li>• Answers must be written in the space provided.</li></ul> <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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Name Akash Agrawal

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

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

Date 17/03/17

Signature Akash Agrawal

1. Invigilator Signature \_\_\_\_\_

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



Recent example of Bihar <sup>Coahu</sup> IAS officer got suspended  
 In the protest of that All of IAS officers of  
 Bihar Coahu wore a black ribbon in protest and  
 said that they will accept the order only in writing

These prevailing circumstances shows the  
 instability. Both the bureaucrats and the lawmakers  
 are important part of democratic system, and they  
 are two important wheel, friction between them  
 may be fatal to democracy.

They should evolve a consensus on working  
 and before suspending officer of a thorough  
 enquiry should be done that is credible, verifiable  
 and just.

4  
 4/10

Remarks

Q2. What are the characteristics of 'Corporate Excellence'? Discuss some of the provisions of new Company Act 2013. (150 Words) (10 Marks)

Corporate Excellence means adhering to professional ethics and work with devotion towards the company with full honesty and integrity.

Characteristics of Corporate Excellence

- ① Work with passion
- ② Honesty
- ③ Integrity
- ④ Accountability of decision
- ⑤ Do not engage in profitizing and commercialization
- ⑥ Transparency in functioning of board
- ⑦ Adhere to corporate social responsibility (CSR)
- ⑧ Established an independent director to take care of interest of shareholder

new Company Act, 2013 has been enacted to deal with few tough areas in corporate provision of Company act-

- ① one women director is compulsory
- ② Independent director is mandatory
- ③

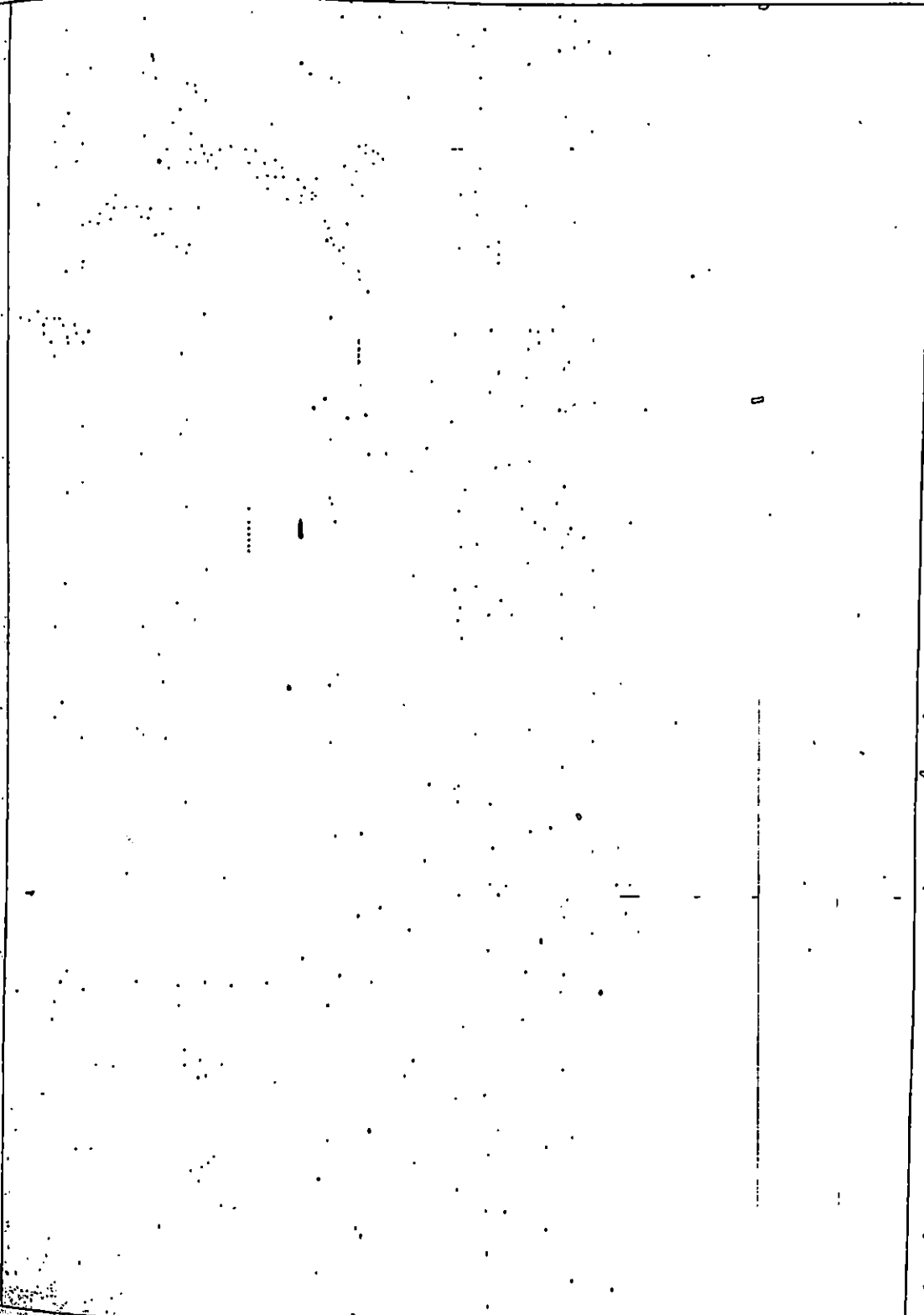
explain  
1/2

Remarks

Remarks

E

GS SCORE



Remarks

Q3. How would you classify the conscience? Suppose an old man has a pension claim before a civil servant and according to law it is a doubtful claim, what he should do and why? (150 Words) (10 Marks)

Conscience is an innate guide of ~~some~~ right and wrong. It gives you direction of what is right action and what is wrong action.

When you take decision conscience has important role. With other factors like rules, norms, a conscience also helps in taking ~~of~~ the decision.

If old man's claim is doubtful according to law then he ~~is~~ should check the documents and adhere to the rules and steps associated with getting the pension.

What civil servant can do.

As the old man's claim is doubtful according to law then it will be the violation of law to grant the man his pension.

The civil servant will be violating the law and ~~it~~ rules in giving pension.

What civil servant can do is he can guide the man ~~where~~ where there is the problem in the document and what rules is not being followed and ~~be~~ by he can ~~to~~ guide the old man to get the same.

Remarks

Why he should do?

Because as a civil servant it is his duty to work in the public interest and follow the rules and regulations. H.

By civil servant's guidance of the old man is a legitimate person for pension and if he has the right document, he will be entitled to pension and the same would be given to him.

In this civil servant should be showing the characteristics of Responsibility, probity and devotion towards work and the something being compassionate towards the plight of others.

How to assist

3

Remarks

Q4. "There is a common belief that many things in India have become very disorderly and ugly and have deteriorated beyond repair so much so that there is a common respite that now nothing could be done for change, things will move only on their natural pace. But great Indian spiritual guru Swami Vivekananda believed that it is our own mental attitude and thoughts which make things beautiful or ugly and so we should learn to see things in the proper light". In the light of the above statement explain how is it possible to change things for better in our country by citing some appropriate examples.

(150 Words) (10 Marks)

It has been said that beauty lies in the eye of the beholder.

It is true that a large democracy of 130 cr people with thousand of languages, different religion, different castes and customs are bound to have some friction. No democracy around the globe is without problems. There is problem in internal like intolerance, inefficient public service delivery, leakages in subsidy, communal violence, ethnic tensions, extremism, insurgency etc.

Also external problems like changing global world order, protectionism among other things.

Few things have become disorderly in India but India has come a long way.

When the British left India all drained of wealth with poverty and illiteracy.

India has marched forward, even with problem, towards light. Following instances shows that things can change.

Remarks



- ① ~~Ind~~ at the time of independence literacy was 18%. Now it is 76%.
- ② India is held by IMF as world's fastest growing economy at \$ 2.7 trillion
- ③ India's Forex Resv is \$360 Bn.
- ④ India has made tremendous prog in Maternity Health  
 Life expectancy = 65.8 Yr. TFR = 2.3  
 MMR = 140/1Lakh  
 IMR = 40/~~1000~~1000

So as Vivekanand said it is our own mental attitude and thoughts which make things beautiful or ugly and so we should see things in the proper light is very true.

It is very possible to change things for better in our country.

- ① Election Comm of India has become so good example of a free and fair election that we have trained many budding other countries in the same
- ② CAG Institution of Comptroller & Auditor general is so efficient that many global org and nations have called it best auditing purposes

So with right attitude and belief things can surely change.

- ③ ~~few decades ago nobody~~ Many countries are relying on India to send their satellites into space for exploration and observation purposes.

Remarks

3  
 gud

Q5. "True character is revealed in adversity". Discuss the statement in light of the various challenges that public service throws upon public servants? How would you respond to them? (150 Words) (10 Marks)

It is very true that true exam is in the adverse situations. Everyone can be good at a job but one's strength is tested and true character is revealed in adverse situations.

And in the life of a public servant there is constant challenges.

- ① Burden of delivering with very limited manpower or resources at hand
- ② Apprehension regarding taking a bold decision in public interest and coming in the attention
- ③ pressure from lawmakers to not take action on certain matters/issue/or some favourite person
- ④ Sometime threat to life

How to respond to them

Civil service conduct rules and civil service code of ethics are the main ethics to follow,

which are

- ① Devotion to duty
- ② honesty, integrity
- ③ Transparency in Action
- ④ follow canon of financial propriety
- ⑤ Apolitical functioning
- ⑥ Avoid conflict of interest - beware oneself from getting into the decision making of some issue which involves conflict of interest

Remarks

Rem

6) Avoid sweet deals between government and industry

7) Follow the values prescribed in Nolan Committee report

- a) Objectivity in decision making
- b) Selflessness
- c) Accountability of decision
- d) Honesty towards institution
- e) Integrity
- f) Leadership to lead the team and deliver on
- g) Openness

8) Adhere to Rule of Law and the Constitution of India

9) Do not give in to the political pressure and do your duty responsibly without fear or favor

2/2

Illustrates & explains  
not a good structure

Remarks

Q6. What precautions are needed while criticizing the performance of work of subordinates? Suppose you are head of a disaster management team and have assigned the work of distribution of foodgrain to one of your subordinates, which he could not handle properly. How will you comment on his performance? (150 Words) (10 Marks)

Reviewing the performance of work is a critical task, following precautions are needed

- ① Objectivity in reviewing,
- ② Non partisanship
- ③ Adherence to timeline, whether the work was done within the prescribed time or not.
- ④ Reviewing can also be outsourced if there is some conflict of interest
- ⑤ Fair and just reviewing of work without any favouritism or nepotism
- ⑥ Whether the work outcome has reached to the target audience
- ⑦ Cost benefit analysis - whether the work was done <sup>within</sup> the budget allotted or it was overstretch.

If the work was not handled properly it will be imperative to find out what are the areas in which work was lacking, what are the reasons for not handling properly?

As the work includes distribution of food grain it becomes all the more important because somebody's life depends upon that. People get affected, vulnerable to straits of society

Remarks

E

ES SCORE

(women and children) are affected if timely delivery of food grain is not happening. And that the time of disaster it can lead to nervousness, state of fear etc.

I will comment on the report performance that within the prescribed rules and asks for a report from the subordinate.

4  
400

Remarks

Q7. 'Dis-value among public servants ultimately makes democracy dysfunctional'; corruption is just one example of it. Analyze. (150 Words) (10 Marks)

Public servants are supposed to have values like honesty, integrity, probity, openness, objectivity, non-partisanship among others. These values are necessary to take decision in the public interest.

These values make the public servant rational and prompt in taking effective and timely decision in public interest.

If these values are not present it will lead to dysfunctional democracy because public servants are at the top of making the democracy function. They are the top decision making authority that do not only affect the people but whole structure of politico-democratic setup.

And if these values are not present it will lead to corruption, gross perversion of constitution, abuse of office, dereliction of duty, obstruction of justice among other things.

And public servant engaged in corruption is fatal for democracy. As Kantilly in Annas has to assert that

① It is impossible not to taste honey at one's tip of tongue, same way it is impossible to

Remarks

Public servant, not to deal with large sum of money, not to taste ~~it~~.

② Just as it is impossible to tell when a fish is drinking water. It is similarly impossible to tell when a public servant is engaging in corruption and taking advantage of his position.

So these values are essential for a robust democracy. And these values can in public servant with ~~more~~ democratic structure more strengthened.

90

4

Remarks

Q8. Without leadership from the top, any attempt to achieve major ethical reforms in an organisation is bound to fail. In the light of this statement, elaborate on the leadership role displayed by Lee Kuan Yew in Singapore. (150 Words) (10 Marks)

Lee Kuan Yew is called Father of Singapore. He transformed the tiny island of Singapore to a city state and put it on a global map. It shows that with effective leadership, astronomical transformation is possible.

Earlier than prime minister Rajiv Gandhi said if I sent 1 Rs to the people only 15 paise reaches to them.

It shows that there has been a tendency of large leakages in Indian system and in any organisation for that matter.

To reform any organisation, leadership needs at top is of significance importance.

Just like oceanic theory of Matruh Gandhi, the 1st wave is the centre of representation, top leadership it gives strength to the next one and continues towards periphery towards common man.

So any reform must come from the top level, that is to lead by example.

For instance if in an institution of district magistrate if he is coming to

Remarks



Office at 9 AM in morning. Everyone will automatically start coming at some time.

Some way Lee Kuan Yew revolutionised the Singapore economy and made it a global hub of excellence and jobs in many factories.

Effective examples required

3

Remarks

Q9. "A commitment to the common good could bring us together and solve the deepest problems of this country and the world now faces". Critically analyze.

(150 Words) (10 Marks)

Above state could be very well substantiated by one case, when a girl was sexually harassed at the workplace. It led to the intervention of Supreme Court that framed the VISHAKHA GUIDELINES.

Another example is when all people came together a path breaking legislation was enacted that is called RTI Act. People came together for common good & now they follow the law like any thing. RTI has strengthened the democratic fabric of India.

Another example is the when tree were being cut people came together for common good & led CHIPKO MOVEMENT started that saved the tree and the environment in broad sense.

On global perspective world faces problem of world war and whole world came together in the wake of it and subsequently United Nations (UN) was formed that has so far prevented the 3rd WW.

Remarks:

Another problem world faces is hunger, poverty, conflict. To tackle that all nations come together and give humanitarian assistance, also send their troops to help in UN peacekeeping mission, in which India is one of top providers of peace-keeping corps.

So above example shows that a commitment to common good could bring us together.

Same has been shown in case of Syria & Yemen crisis when India saved many Indian as well as foreign citizen by OPERATION RAHAT & OPERATION SANKAT MUKHAN IN South Sudan.

Also India came together and stand firm at the time of Nepal Earthquake.

~~Efficient~~  
9/10  
 4.2

Remarks

Q10. "The world becomes completely our own when it comes within the range of our emotions".  
Elaborate with examples. (150 Words) (10 Marks)

Human beings are emotional beings, According to Daniel Goleman, ~~the human being~~ Emotional Intelligence means one can understand one's emotions and able to control or channelize it towards right course.

It is said that world becomes completely our own when it comes within our emotion. An emotional being when the world is in our emotion we will be able to understand it better, we will be able to understand the plight of others as well.

For example emotional intelligence in public service is very important when a <sup>public servant</sup> person is able to understand the emotion and plight of other then only he/she will be able to fully do justice with other.

Or else one will not be able to take an appropriate action or the action would not be consequential.

Another Example can be taken Mother Teresa was an emotionally intelligent person she understood the plight of others and she worked for the betterment.

Remarks

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GS SCORE

that and she was up to some level able to  
take remedy their problems.  
whole world respects her.

3 1/2

Q11. In order to enter politics and become an effective participant in transforming society, one has to win an election, but to win an election he must sully his hands. In this way, his genuinely noble objective is tainted much before he has an opportunity to realize it. Why establishment of ethical framework in politics has become a distinct dream?

(150 Words) (10 Marks)

Man's Capacity to Justice Makes Democracy possible but man's inclination towards injustice makes democracy necessary.

And in a democracy, Election is a festival. Democracy is as Lincoln famously said: Government of the people, by the people and for the people.

It is a bitter truth that you have to invest lot of money in campaign & sully your hand in election, for

① ACR to Association for democratic reforms (ADR) 69% of political funding was anonymous in last decade of all political parties (2004-2014)

② ADR also calculated ₹ 49000 Cr was spent in 16th general elections

③ Although ECI has put limits of 28 Lacs per state legislators per constituency but from anecdotal evidence it is known that ~~it's~~ many of super rich & investors.

Although ECI has given guidelines, to adhere to

① Model code of conduct

② Election expenditure limit

Remarks

It seems ~~to~~ But there are instances where one way or another these guidelines are jumped

- ECI also asked and issued warning to DMK as well as AIADMK to not put something in manifesto if you do not have the capacity & source of fund to obtain it.

It seems ~~that~~ by above examples that establishment of ethical framework in politics has become distinct demands

What can be done:

① Recent measure by firm in  $\rightarrow$  ceiling of ₹2000

② online donation, digital transaction, cheque payment

③ Concept of partial state funding as recommended by 2nd ARC.

④ Concept of electoral bond

3½

Q12. Political 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)

Political Corruption means abuse of position or office, gross perversion of Constitution, obstruction of duty Justice, dereliction of duty.

Recently supreme Court in Disproportionate asset case, involved 4 yr jail term to AIR SECRETARY and SC held that it evolves from 'debasing' of society.

~~Political corruption differ from other types of corruption because~~

The judgement have vast significance it restored the trust of people in the institutions and showed that no matter how powerful you are, you can't escape the reach of law and justice will prevail in the end.

~~There is large co.~~

It can be stated that Political Corruption is not made in action but when people come to power it emanates from 2 things

- ① accumulation of wealth give power states
- ② opportunity to do corruption

political corruption has vast consequence it affect the society, that is already marred with poverty, unemployment & illiteracy.

Remarks



2<sup>nd</sup> ARC gives recomm how to tackle corruption

① Amend S.19 of PCA to do away with prior sanction to prosecute a public servant

② Est pass Lokpal act then would create a Rashtriya Lokayukt or National ombudsmen

③ pass legislation on line of US false claims act according to prevailing circumstances in India

④ Anti defraction law - Instead of speaker, amend the law, so that Governor/President on recom of EC I can exercise the power

⑤ Disqualification - of member (MPs/MLAs) that have criminal cases against them

⑥ Ethics officer in each department

⑦ Adhere to the guideline of Citizen charter

⑧ protect the whistleblower

⑨ table the report of Ethics officer and action taken on his report

⑩ separate code of ethics with Code of Conduct for ministers along with clear guidelines on civil servant-minister relationship

⑪ Filing of annual return by PM & Ministers

⑫ disclosing information of minister and their immediate dependents about their movable & immovable assets

⑬ Abolishing MPLADS/MALADS scheme,

22

less point!

More explanation

Q13. What is the difference between a 'Professional' approach and 'Vocational' approach of the civil services? Of the two, which one will be preferred by you and why?

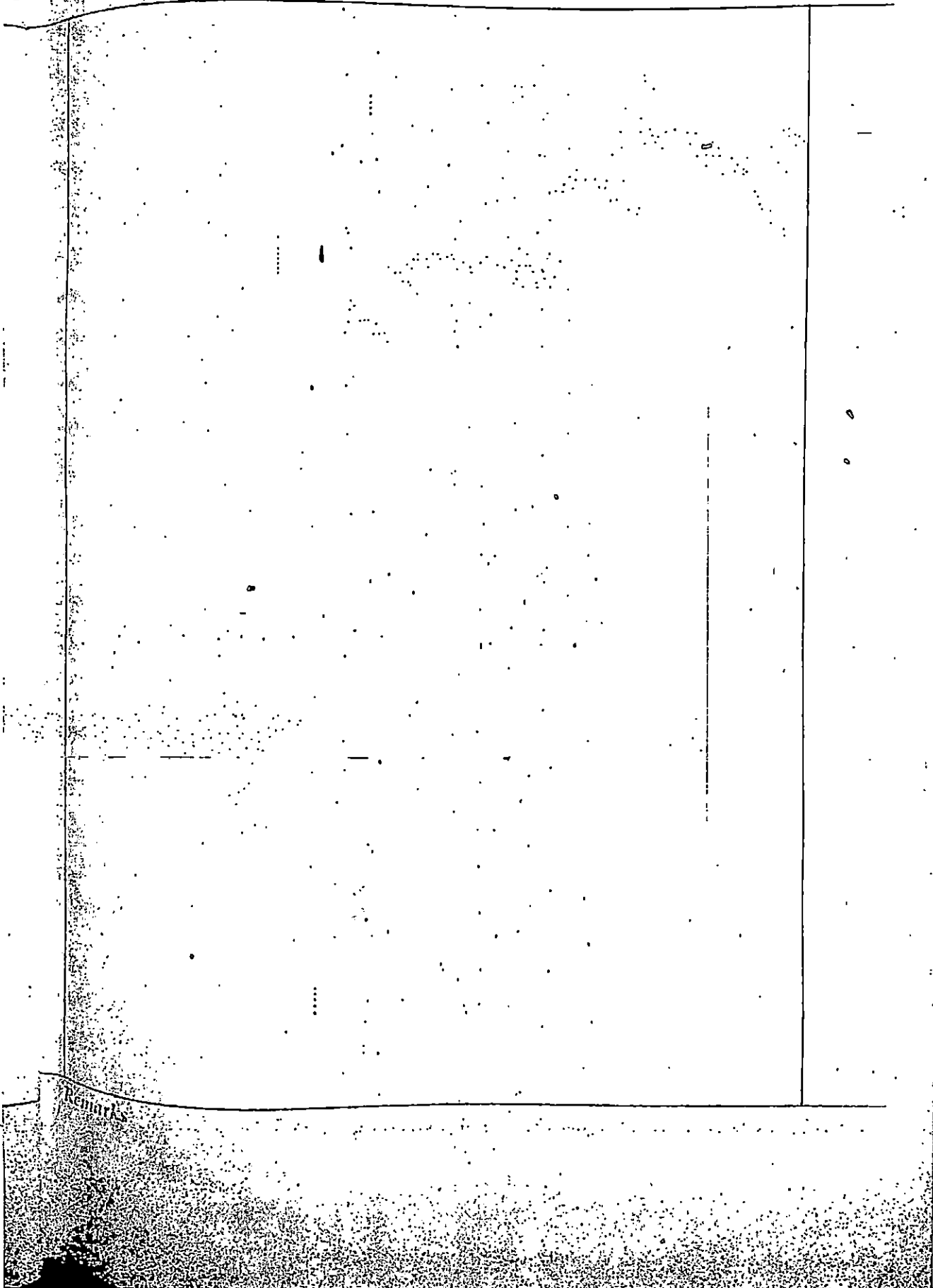
(150 Words) (10 Marks)

Professional approach of civil services means adhering to the civil service value structure decision based on it - that are objectivity, selflessness, accountability, honesty, integrity, leadership and openness. Addressed with empathy, tolerance and compassion towards weaker section of society.

Remarks

E

GS SCORE



SECTION - B

Q14. A villager approached a block development officer for certain informations which are essential for him. Though BDO had appointed a public information officer, yet on three visits, he found PIO to be unavailable and on asking whereabouts of the PIO, the villager did not get satisfactory replies. The villager approached the state information commission and filed a complaint petition. The commission issued a notice to the villager for preliminary hearing and to verify the facts of the complaints. After three repeated hearings, the information commission sent the complaint petition to concerned block development officer for providing the necessary information and closed the case. The BDO intimated the applicant to come on an appointed date and file a RTI application so that necessary information could be provided. The villager was fed up with authorities and gave up the hope of getting the informations.

- (a) Do you justify the steps taken by various authorities? If not why?
- (b) Had you been the BDO, what would have your course of action, once you got direction from information commission?
- (c) What were the various options available with information commission in this particular case and what would have been the best course of action on the part of commission and why?

(250 Words) (20 Marks)

*That case involves RTI act which was a path breaking legislation under which PIO are to be appointed to seek information.*

*The stakeholders involved are*

- a) person seeking information*
- b) government agencies manned by BDO, PIO & the information commission*

*a) (i) The first action of BDO to appoint a PIO is justified but the 2nd action to intimidate the villager to come on an appointed date is not justified.*

*BDO also violated the direct order of information commission to provide the villager necessary information and close the case.*

Remarks

(1) As PIO was ~~was~~ unavailable for 3 consecutive visits. And on asking villager did not get ~~any~~ satisfied reply, shows the Action was unbecoming

(2) Action of Information Commission was justified. He directed the village for preliminary hearing plus commission also directed BDO to close the case and provide necessary information

(b) (i) I would have explained to the village that there is a provision of RTI and he can file an RTI and see the relevant information. And ~~it would be~~ ~~lawful~~ to go with proper channels and would give the information if it was ~~not~~ ~~for~~ in violation of RTI

(c) option available in front of Information Commission

(a) Enquiry on PIO why he has been absent

(b) Detailed analysis of Complaint file by villager

(c) Direct the concerned BDO for providing necessary info

Best Course of action would be first issue a show cause notice for not providing ~~info~~ ~~about~~ of PIO to the villager and next would be directing the concerned BDO to provide info to the villager.

if this would be the best action because it is adhering to prescribed guidelines and ~~rule of~~ law.

7 1/2

GS SCORE

Remarks

Q19: There is a big government organization and a senior administrative officer has recently joined as its head. He is very short tempered and even on small matters threatens his subordinates with suspension, discharge, and dismissal. You are the next senior officer in the organization and very popular there. Every one looks upon you that you will take some initiatives to cool down the office head.

- (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)

public servant should be cool, calm and composed as the sit in a responsible position & the action or inaction may affect many lives.

Stakeholder involves in it are Administrative Officer heading organisation (Org.) ~~Head~~ Next Senior ~~Head~~ (Team) and other working officer under the organisation

Ethical issues are ① Adhering to duty vs giving into emotion

② Right Action Vs Vengeance and just

a) options available to me

- (1) ~~Call officer and talk to him regarding matter~~
- (2) ~~change the officer to some other position~~
- (4)

- (i) convey the apprehension of subordinates to him
- (ii) tell subordinates to follow the rules of law and do duty, don't give any chance of berating

Remarks

(b) (i) Convey apprehension

Merit → Senior may listen to it and control the temper  
 → Subordinate will be happy and focus on work effectively  
 → Whole organisation will be more effective with leader leading by example

Demerit → He may lose his mind and suspend me  
 → He may berate that I do not have any authority to question him  
 → Whole organisation will face a hostile situation and work efficiency will be affected  
 → Instability in the department

(ii) Tell subordinates to follow rule of law.

Merit → Without any rule break there will be no chance to him to suspend  
 → I would not have to bear the anger of the head of org.

Demerit → My popularity can go down  
 → Subordinate may lose trust in me

The best action is to tell the subordinates that they adhere to rule and norms and do not give the head any chance to suspend or dismiss. Because I do not have the authority to if it will not be appropriate to directly question the head of an organisation. It means the best course is to do duty without fear of any favour.

Remarks



Q16. Mr X is working as the Head of a developmental organization dealing with water supply schemes in an urban area. Y and Z are his two subordinates. Y is the engineering head and Z is the financial head. Both Y and Z were earlier good friends, but now the differences between the two have gone all time low. Whenever Y brings any water supply proposal and is sent for the financial concurrence of Z, he makes adverse observations, which makes difficult for X to take a final decision. How will X resolve their differences so as to ensure that water supply schemes do not get delayed?

(150 Words) (10 Marks)

In public service keeping the personal separate from professional is vital, one can not give

the personal affect the professional

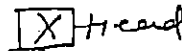
stakeholder involves an

- (i) Head of org X
- (ii) subordinates Y and Z

(iii) Common people that are being benefitted by water supply

Ethical issues involves

- (i) personal vs professional interest
- (ii) private vs public interest



structure of organization

It is common between friends to get into differences, it happens, but when they affect the public interest, that is whole lot of other things. In public service decision should be objective not based on any past grievance.

So when Y bring any water proposal, Z should assess it carefully without any preconceived notion of vengeance or any other bad vibes like hatred or jealousy. Z must scrutinize the proposal objectively.

Remarks

(i) whether it is beneficial to public?

(ii) whether bid is correct?

(iii) Cost benefit analysis

If all parameters are good then I should take it to the head (X) that is his duty.

What X can do to resolve differences.

(i) call both of them and let them know that this decision is affecting the whole org.

(ii) Ask them to solve the few of amicable and as soon as possible.

(iii) change both of them and bring in other officer

~~X can talk with them~~

Best course is to sit across the table and talk the way out of it.



Remarks

Q17. As the chief manager of a cooking gas pipeline project, I have to select a person out of three officers who can be at the striker's end, i.e., who looks after the actual laying down of the pipeline and solve the problems arising in the way. There is big technical team and a large number of trained workers who are at the disposal for the officer at the striker's end. But the problems that arise are beyond technical issues. For example, the problem arises when villagers are not ready to give land for laying gas pipeline; there is demand for providing employment to the local workers and there are local hooligans and bullies who want kickbacks to allow the work to proceed unhindered.

The description of the three available officers is as follows:

- (a) Mr. 'A' is technically very highly qualified and was the topper of his batch. He is honest and upright, but very firm and adamant on principles. He is not able to accommodate demands of the local people describing them as unreasonable and work is often interrupted.
- (b) Person 'B' is an engineer with an MBA and master of case studies. He is theoretically very sound, but it is very difficult for him to communicate with the contractors and local people. Many problems which arise are out of the case studies that B has studied.
- (c) Person 'C' is technically a mediocre, having little exposure to management and administration, but he is a go getter. He is honest, but practical. He communicates effectively with all the stakeholders and often succeeds in finding solutions to deadlocks. Project moves fast under his supervision because he is flexible, accommodative and open. He often asks the seniors about some cash for miscellaneous works such as arranging meetings with the local people in the lead. Although he is very tough on project deadlines, he is people centric and carries an amiable personality.

Who is the best suited for the assignment and why? (250 Words) (20 Marks)

Above case involves following stakeholder

- (a) Person 'A', 'B', 'C'
- (b) Chief manager
- (c) villagers

Person 'c' is technically not suited plus have little exposure to management and administration which are needed in these project - so he can not be appointed. Because let's assume for a minute that even if he solve all above stated problem, but to run a project of such caliber, you need competent

Education, background added to a rich exposure of administrative and management by

Now Mr A is not a laborer - a competent and educated man. But outrightly rejecting the demand of local people is not becoming in public service delivery. After all you are working in the interest of public and you have to come to a conclusion with them.

Demand of local people is that they are

- (i) not giving land
- (ii) they are demanding employment

In first case if the land is there they have every right for their land but also under the law for public work land can be taken with suitable market price.

And there can be an arrangement of local people for employment under MURDEEAS or other scheme. So their demand can be suitably tackled. Mr A tendering it unreasonable is not appropriate.

In the next case Person B has academic background and also the ~~next~~ had done MBA, so he has exposure to management which is needed in the above case.

Remarks

Problem of Technical advise can be done easily  
 as there are team of expert that can guide him.  
 other problem is he is facing difficulty in communicating  
 with local people.

Technical can be provided with appropriate  
 help so that he can actively engage with  
 locals. end, come to conclusion

As person B is an engineer he has  
 experience what other thing can go wrong so he is  
 well acquainted.

I believe Mr B is the right person for the  
 assignment, reason

- a) A strong academic
- b) Thorough reading of course

3 + 2

Remarks

Q18. In a particular village, there is a communal tension between two Communities. The local SHO has taken a prompt action against trouble makers of two communities by arresting leaders of both communities. A powerful minister is putting pressure on the SHO to release arrested persons of a particular community or face suspension.

SHO is an honest, and upright officer and has come to you for a proper advice.

Following are some suggested options. Evaluate merits and demerits of each of these options and indicate, what would you like to advise him, giving proper reasons?

- The SHO will complete all papers and records immediately after arrest and express his helplessness in absence of a court order for release.
- SHO will agree to minister and release the people of a particular community.
- Release the people of both the communities.
- Seek instructions from Superintendent of Police of the district.

(250 Words) (20 Marks)

Stakeholder :- SHO, Community Leader, Minister

Ethical issue ① Duty Vs Subversion to Minister

② Integrity of office

③ Following Rule of Law.

a) SHO will complete all papers.

Merit → AS the court is involved minister may not bother

→ SHO will upholding his work ethics

→ satisfaction to conscience in doing duty

Demerit → Later minister may use his position against SHO

b) SHO will agree to minister

Merit

→ Minister will be happy

→ SHO may get his favorite posting & promotion

Demerit

→ Threat from other Community

→ Not upholding rule of law,

→ Loss of conscience

→ Not doing the prescribed duty

→ Communal tension may arise

Remarks

(c) Release Both

Merit

- Minister will be happy as atleast his favourite is <sup>released</sup>
- Communal tension between two community may dissipate

Demerit

- Not following duty; if rule of law is broken then no point in releasing both culprit

(d) Instruction from sp of district

Merit

- ~~sp~~ informing superior is appropriate as the SHO will be following the chain of command
- sending instruction will also be good

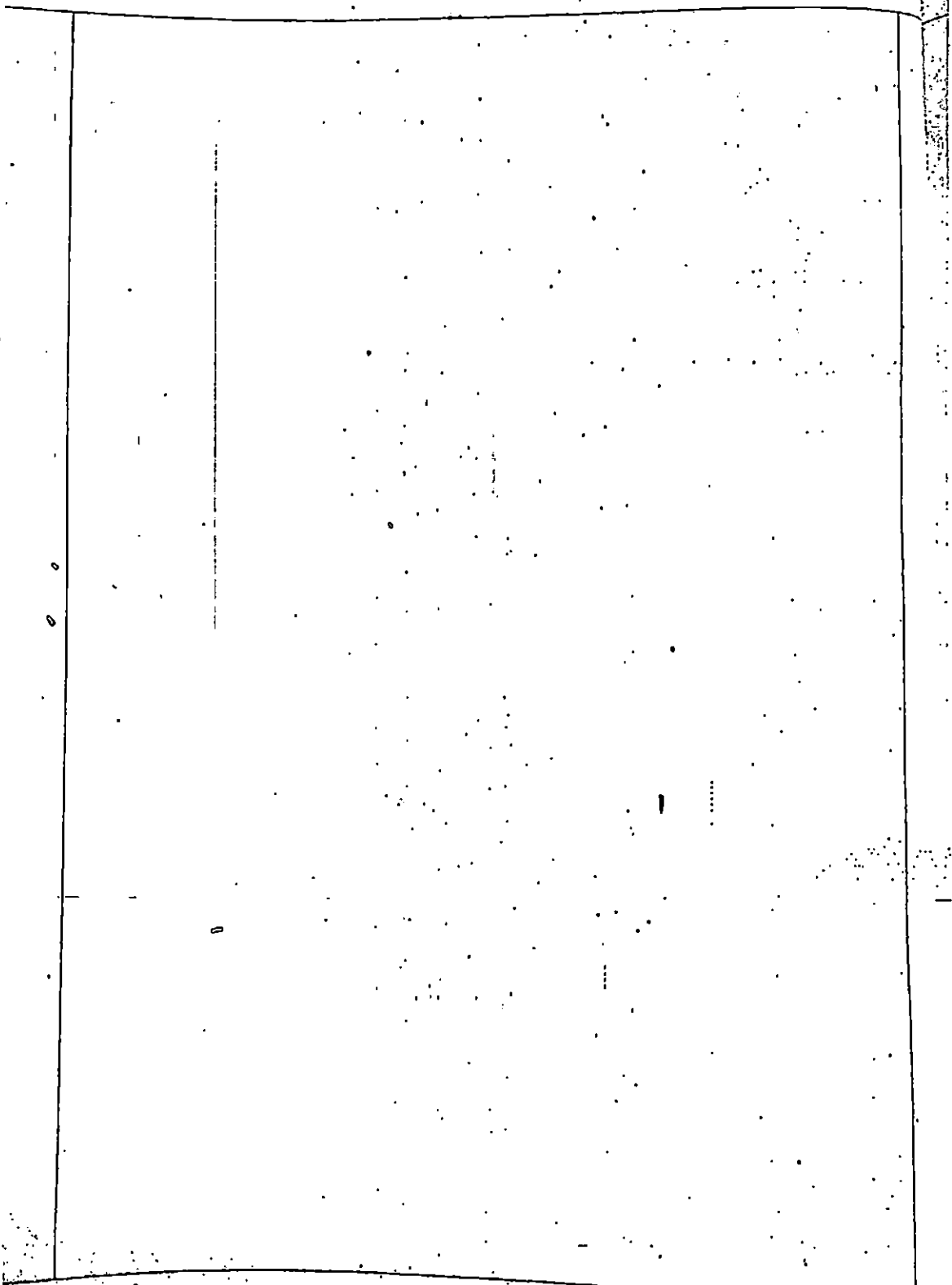
Demerit

- sp may direct SHO that its SHO's call do as you please
- ~~the~~ ~~sp~~ may berate SHO for not thinking about releasing and ~~ask~~ ask SHO to follow rule of law

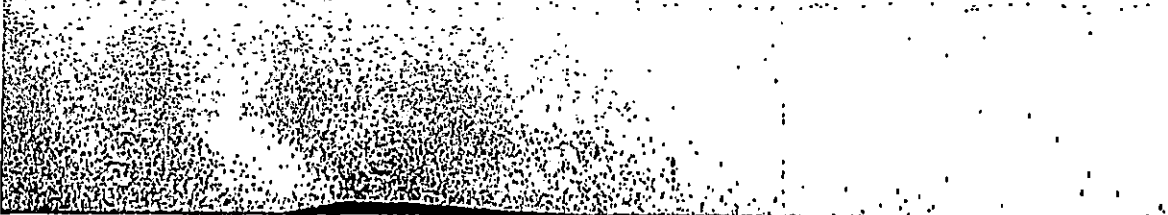
The best course of action would be to follow the rule of law and complete all papers and records. As maintaining public order is essential and the duty of a police officer. Then SHO may also inform the sp of the evolving situation.

(7)

Remarks



Remarks





Q19. Mr. X is heading procurement division in a government department; he is currently handling procurement of material for ongoing important project. It is his new assignment.

Mr. X was surprised to see the chaos prevailing in the office. The environment in the office was not conducive for efficient functioning. Proper interpersonal communication among staff was missing. Officials used to complain against each other regarding their day-to-day official working.

There used to be a huge gathering of contractors in the office every day vitiating the environment in the office. In fact chaos used to prevail in the office and work was hampered to a great extent. There used to be unnecessary contact everyday between the contractor and the officials.

Mr. X could sense the vicious circle in which entire procurement setup was trapped into. Most of the staffs were highly demotivated. He could sense that the staffs were intelligent and know their jobs appropriately. All the staffs were not happy about the prevailing conditions in the office especially of relationships amongst staff. Even the contractors had a feeling of suffocation in such a situation. All the stakeholders were working in most disjointed manner causing harm to the system and vitiating the environment. What are the possible decision options available to Mr. X to improve the overall environment?

(250 Words) (20 Marks)

Procurement is an important division as government procures large capital & goods and lot of money is involved in purchasing which is the ground for corruption

Stakeholders - Mr. X, contractors, staff

Possible decision option

(i) let it function in the same way as nothing

(ii) engage actively to change it for better & effective service delivery

It is necessary for Mr. X to change it for better and in following way it can be changed.

① Teaching & training to staff for interpersonal communication

Remarks:

- ② clear guidelines on procurement
- ③ E-procurement with competitive bidding and do away with discretionary allotment. It will take care of huge gathering of contractors as well as gives bring transparency
- ④ Give suggestions to concerned minister in the report to enact "transparency in procurement Act"
- ⑤ Grievance Redressal Mechanism and a Complaint box if any to deal with grievance of staff.
- ⑥ Citizen charter should be enacted and all guidelines should be adhered to in proper manner.
- ⑦ make an ethics officer in the department that will directly report to MoS
- ⑧ video surveillance as in the office of one CTR to keep check
- ⑨ profiling of staff in their annual performance reports and give further assignment based on that
- ⑩ make unannounced inspection to keep the staff on edge

Remarks

These measure will help in making the environment more suitable to work and will also lead to efficient public delivery

As the staff is already intelligent they need strong leadership to push them to make the best out of their talent.

4+2

Q20. A young civil servant joined at a junior position in a state government deptt. (civil supply) at the state headquarter. He found that the senior officers and the Minister incharge of the deptt. were in unholy alliance and most of the proposals regarding allocation of essential commodities to different district were based upon their personal likes and dislikes instead of an objective criteria. The result was some of the districts had surplus articles where as some had shortage resulting into difficulties for the people in general and marginalized section in particular. Whenever the young officer wants to correct the things, his proposals were either over ruled or he was shouted back and threatened by his seniors and by Minister.

Answer the following questions:

- (a) What are the ethical issues involved in the present situation?
- (b) Suppose you are the young civil servant, how you will bring objectivity in the allocation of essential commodities? (250 Words) (20 Marks)

Above case involved stake holder  
- young officer, his senior, concerned minister

Ethical Issues involved:

- 1) public interest vs personal interest of seniors + Minister  
2) duty vs unethical decision

- young civil servant is doing his duty in an objective manner but he is being forced to follow rules and norms for the personal gain of senior & concerned minister

- The result is being suffered by common people of district there is shortage in civil supply  
- difficulties for people especially for marginal section

How I will bring objectivity in allocation

- ① Clear guidelines of allocation  
② That will be put on public domain so that

Remarks

Everyone can access them

(3) Create awareness to public regarding the procedure and teach them about RTI to seek information regarding allocations

(4) Annual report on allocation of civil supply that will be put in public domain

(5) Above measures will help in bringing objectivity

Answer not complete

2 1/2 + 1

Remarks

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Remarks