



An Institute for Civil Services

IAS TOPPER'S

TEST COPY

DEEPAK KEN

RANK - 658

GS MAINS ETHICS

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 18 questions.• All questions are compulsory• The number of marks carried by a question/part is indicated against it• Content of the answer is more important than its length.• Answers must be written in the space provided. <p>Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.</p>
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Name Deepak Ken.

Roll No. _____

Mobile No. _____

Date _____

Signature J. Ken.

1. Invigilator Signature _____

2. Invigilator Signature _____

SECTION - A

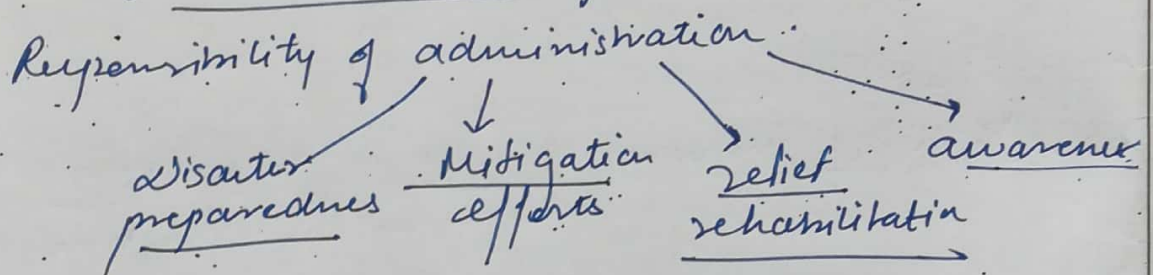
Q1. (a) Consider the following statement and explain it in the context of administration and governance: "It is horribly difficult to perceive our flaws and change our behavior and, at the same time, it is seductively easy to make guilty of our disasters to the sun, the moon and the stars."

(b) What are the essential requirements for being an agent of change?

(150 Words) (10 Marks)

Ans 1
Above statement's underlying meaning is take responsibility in the governance for misadministration or poor governance.

It can be explained using the illustration of disaster management.



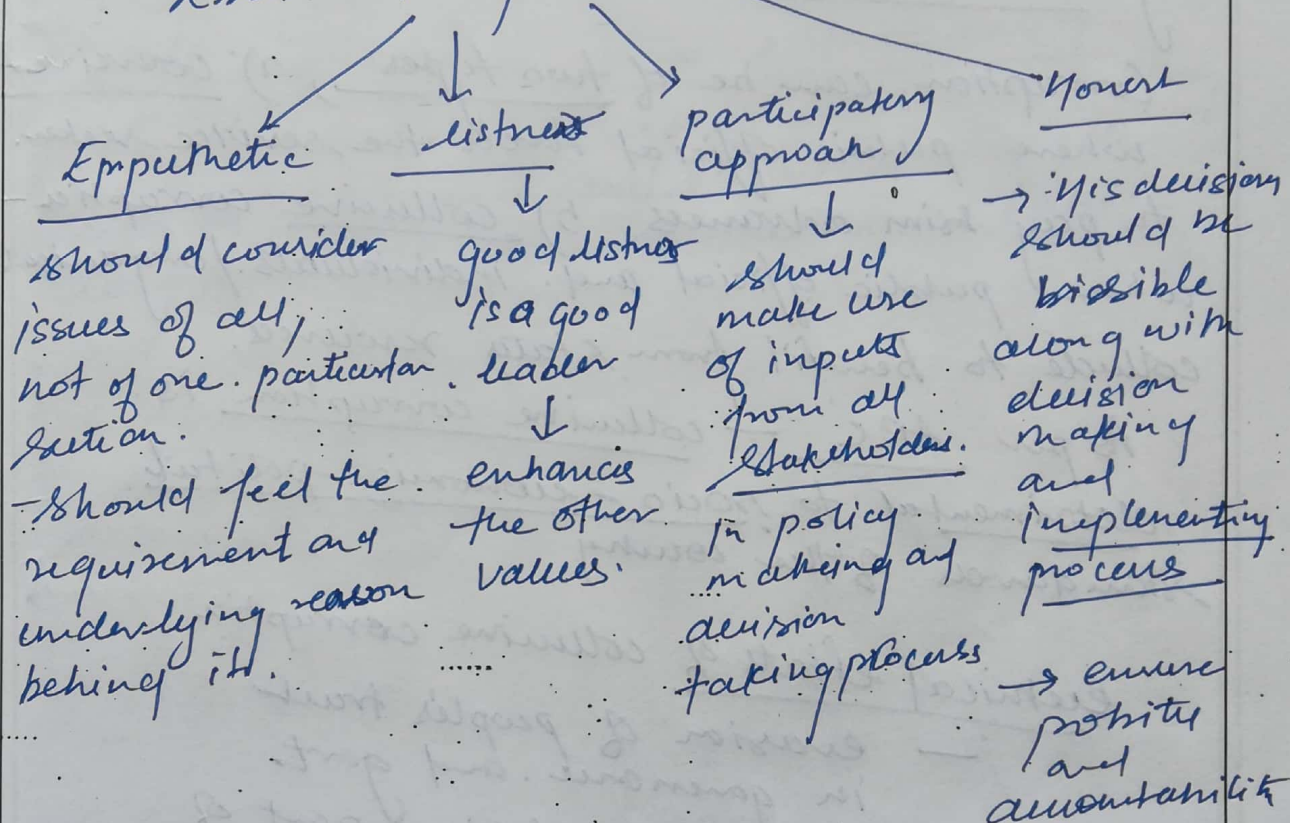
Lacking of these composite factors can result into loss of life and property.

But, in some cases, responsibility by administration official is fixed as act of god, thus evading their responsibility and accountability.

Remarks

Ans b) First and foremost quality of civil servant should be to be a agent of change.
People expect him to deliver and understand their problems.

Essential requirements



Remarks

Q2. '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)

Ans.

Corruption is to take action or inaction against favours by a individual/organisation, which is against the law.

Corruption can be of two types, a) coercive - where public official forces the service seeker to pay him advances b) collusive corruption - where public official and individuals/organisation collude to benefit from states resources.

As per ARC - collusive corruption is detrimental to socio-economic-political standards of the country

ethical effects of collusive corruption

- erosion of people's trust in governance and govt.
- people stop taking part of govt decision making.
- entire political machinery becomes a profit making business
- criminalization of politics and acceptance of criminals
- politician, govt officials acts as.

Remarks

guide indirectly or directly, ultimately
corrupt becomes the necessary fabric
of country as acceptable behaviour.

Small sections of the society benefits at
large from collusive bribery, thus
increasing poverty, income inequality.
In Indian context, cases of collusive bribery
such as 2G scam, coal scam. have made
long lasting impact on the social fabric.

Q3. 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)

Ans3

It is difficult to separate public and private life as human mind functions as a whole and not in compartments.

positive influence

→ family love and support, enables the civil servant to be more empathetic.

→ Values such as honesty and accountability are inculcated, as we are mostly honest and accountable to the family.

Negative influence

→ Conflict of interests
→ use of public office for profiteering family members.

→ politicisation of the public office

→ people's trust in office reduced in officers who have a feudal set up.

preparing to separate

1. Understand the vision / mission of department / office deeply.

2. Once the purpose of action (official) is clear, separating two becomes simple.

Remarks

3. By not making misuse of gort./official benefits in day to day private work.
4. By taking advice from senior officials who have been exemplary in ..
5. Keeping away family members from official works and from power of the office.

private and public life should act as complimentary for a civil servant to maximize positive influences and minimize negative influences.

Remarks

Q4. Explain the importance of following attributes with respect to the Civil Services.

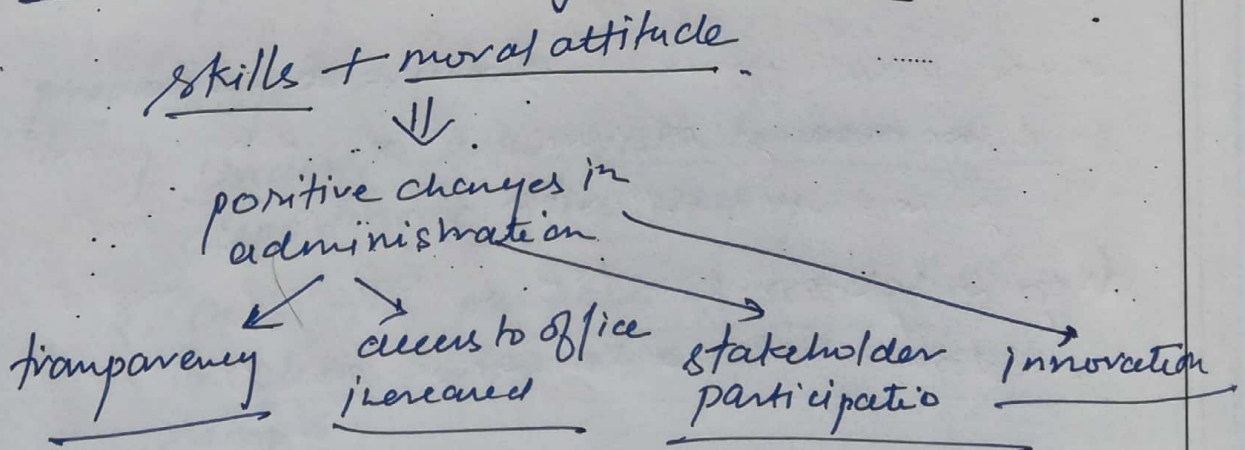
(a) Moral attitude

(b) Double effect principle

(150 Words) (10 Marks)

Ans a) When attitude is based on moral principles, official actions tend to be morally correct. A good moral attitude act as enabler to identify ethical dilemma and solve it in ethical manner. Moral attitude enables the acquisition of moral language and knowledge and use of this knowledge for betterment of the society.

Civil servants possess various skills, one of these skills with moral values and attitude have long impact on the members of the society to whom he is



Remarks

Q5. All the discourse of ethics ultimately is another facet of bureaucratic incompetence.
Analyze. (150 Words) (10 Marks)

Ans-5

Traditional bureaucracies have been -:

- rigid in hierarchy
- feudal in mindset
- opposes change to power distribution
- centralisation of authorities, rules etc
- distant from people they serve
- colluded with executive and political class.



these have led to

- lack of accountability, transparency
- absence of all stakeholders in decision making in composite way
- Red tapism, lack of professionalism
- organisation in efficiency etc.

Above bureaucratic incompetencies have bring forth the discussion of incorporating ethics in administration. Evolution of Nolan principles, and recommendation of ARC point to the above ethic incorporation.

Remarks

discourse is centred around.

1. organisational changes

- at legal framework level.
- use of ICT in administration
- citizen charter, public service bill, etc

thus, need to enforce ethics from outside.

2. Individual changes

- code of ethics for civil servants, legislators etc
- instilling values at civil service / training levels:
- thus, attempt to generate ethical values at individual capacity level.

3. Social empowerment

- by strengthening members of the society by providing

RTI, Rights of public service delivery and dispute redressal etc.

Thus, composite organisational, individual social changes are required to incorporate ethical standards in today's bureaucracies.

Remarks

Q6. What does success mean to a civil servant? What are the obstacles faced by them in achieving success in their career. What steps can be taken to win such obstacles?
(150 Words) (10 Marks)

Ans.

In today's dynamic society characterized by modern problems and expanding governance, civil servants should work as agent of change and innovation.

Success to civil servant means being effective tool of change for social purposes, such as education, health, women empowerment.

Obstacles

→ Lack of people's trust in governing bodies

↓

low participation of stakeholders,
low inputs

↓

less effective changes

→ challenges from traditional bureaucratic setups due to upward unquestionable hierarchy

→ political interference.

→ corruption.

Remarks

- lack of govt resources and finances;
- caste discriminations, income inequality and social prejudices.

Steps needed :-

- Modernization of governance
- fixing tenure of civil servant for making an impact
- independence from politicisation efforts
- empathetic outreach to all stake holders
- Institutional reforms.

RTI, Digital India campaign are steps forward for ensuring success of civil servants in India.

Remarks

Q7. Explain the importance of following attributes with respect to the civil services.

- (a) Adaptability
- (b) Activism
- (c) Innovation
- (d) Courage

(50 Words Each) (2.5×4=10 Marks)

Ans 7.

1. Adaptability

- to keep pace with digital revolution
- to understand the vision / mission of department, in events of transfers
- for smoothening official functioning in event of political setup changes.
- to provide cohesiveness in administration
- India → diverse country → diverse problems
↓
to be efficient ← one solution for all not effective

2. Activism

- to function as agent of change
- to eradicate unhealthy corrupt practices
- to prevent squandering of public money
- to ensure social schemes are reaching the targets.

Remarks

- to prevent junior officials from turning into arm rest chair officials
 - for ensuring punctuality efficiency etc

c) Innovation

- civil servant's training and skill set allows him to extend apart from set
- his skills can solve problems in sustainable manner. for all.
- Civil servant function as guide and mentor to other in official wings. such as NGOs, citizen watchdogs etc

a) Courage

- without courage shared values will fall
- to sustain political, family, social pressure while carrying out changes
- to be effective in change process and to be continuous.
- to ensure integrity of office as whole is not compromised.

Remarks

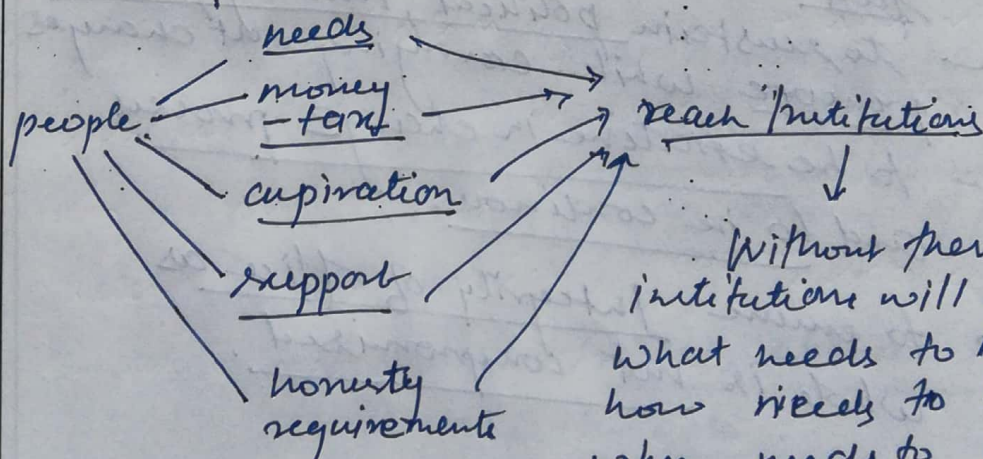
Q8. How the innate qualities of people of a country affect ethical values and the effectiveness of its institutions? Which matters more for progress and growth of the nation---'people' or 'institutions'--- and why? Which of the two is more important for good governance? Give reasons. (150 Words) (10 Marks)

Ans 8

People employed in institutions are the part of the country themselves. Their values - shaped by historical, religious and political factors - are carried into the institutions. For ex. Accountability of institutions with transparency depend on the degree of honesty public expect or have in them. In India power is worshipped and is evident from powerful organisation have evolved such as PMO, CVC, CIC etc. - all showing small group of people regulating enormous powers.

Composite functioning of two is required:-

people compliment institutions



Remarks

people participation is crucial; development of legislative setups like parliament from autocracy is example of its need.

Good governance is when civil society, pressure groups and government works together to achieve a common goal and not to obstruct each other. Thus people, institution (both official + unofficial) are required for good governance.

Remarks

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

Ans.

Weberian hierarchy is characterized by.

1. strict separation of official values from personal values.
2. Absolute chain model system of seniors and juniors
3. Decisions are taken by senior officials and implemented by juniors without questions.
4. Deviations from rule book are seen as contempt of office.

Indian police and administration are based on weberian concepts,

Accountability in weberian hierarchy is towards the senior officials and not directly towards the public.

Centralization of power in weberian bureaucratic setup leads to diffusion of accountability. It becomes difficult to identify at which stage bureaucracy is answerable to public.

Remarks

At each step in the ladder, there is a diffusion of accountability at official level, thus there is a element of procedural accountability but element of program accountability is missing, which judges the effectiveness of a decision or action.

It is the combination of program accountability (and methods/instruments used to display it) procedural accountability, which ensures overall accountability. which is lacking due to Weberian hierarchy.

Remarks

SECTION - B

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

Q12. General election is in progress and you are District Magistrate and Returning officer for ensuring free and fair election. The parliamentary constituency is very sensitive and high profile because of the candidates who are contesting election. You have been requested for permission by both important candidates to hold public meeting and road show. One of the candidate has sought permission to hold election meeting at a place which is very communally sensitive, and hence you are hesitant to give him permission. Your political neutrality is being watched by people and vigilant media.

Some of the options are given below. Evaluate the merits/demerits of each option and finally suggest the best course of action with assigning reasons.

- (a) Refuse permission to both candidates because you should not only be fair and impartial but should also appear to be so.
- (b) Give permission to both. In the sensitive area, put enough of security forces to prevent any untoward incident and if needed impose curfew.
- (c) Seek the guidance of election commission of India and convince that you want to permit only one candidate and refuse another.
- (d) Seek instructions from senior officers and also inputs from intelligence agencies and act as per their advice.

(250 Words) (20 Marks)

Ans 9

Merits

- law and order situation will be maintained.
- communal violence will be prevented
- communalisation of election will be prevented
- trust of people on DM's office will be maintained, due to political neutrality

Demerit

- pressure from senior official to do the otherwise
- protests against the DM's office for violation of fundamental right
- litigation in the courts for the above.

Remarks

- Ans) Merits
- executive influence in electoral process will be minimum.
 - ~~elections~~ pressure from seniors would not arise.

Demerit

- my official capacities to prevent law and order problems will be judged if any violence took place
- whole election process can be jeopardized.
- election process require personnel at every booth level, using forces at one location will reduce safety at other areas.
- loss of life and property.
- secular nature of my office will be judged.
- Elections may be postponed.

- Ans) Merits
- involving ECI will increase my institutional capacity to judge the issue
 - charges of being favouring one candidate
- Demerit
- peoples trust in the office will be reduced.
 - Election commission may advice against my judgement
 - ECI may not take into account the nature of constituency into the account.

Remarks

Merits

- more inputs will enable good judgement process
- previous experience of senior officers will be crucial to decide the permissions.
- Intelligence agencies may provide ~~of any scheme or plan which~~ inputs of any impending planned violence

Demerits

- will delay the decision.
- senior may favour the ~~ent~~ politician who is in power.

Best course

- I will try to make the politicians (seeking permission) understand the chances of ^{violence} communalism that can entail due to meeting at that place.
- will refuse to give the permission to prevent law and order for long run in my area.
- I need to focus on post election scenarios as well — communalization of society is against the concept of sustainable peaceful development.

Remarks

Q13. You are head of a disaster management team that has been assigned with the work of rescuing and rehabilitating thousands of people who have been affected by an unprecedented flood. Team members include revenue officials, doctors, engineers and security personnel. However some of the local leaders of a political party were not happy because their personal self interest is not being served. A powerful minister of the government visits the area to make a first hand assessment of the situation and in the process meets the local politicians who were not happy. The minister announces for the suspension of two of your revenue officials. Your entire work force gets demoralized due to this announcement and are unwilling to perform under given situation.

conclusion
|
Rescue and
rehabilitation

- (a) What are the options before you?
(b) Evaluate merits/demerits of each options and suggest best course of action with reasons.

(250 Words) (20 Marks)

Ans 13 (a) & (b)

(i) As being head of the team, I can dismiss the issue with the minister and ask him to cancel the suspension.

Merits
→ minister may understand the gravity of the situation and do as I have requested
→ delaying of rescue and relief won't happen.
→ etc.

Demerits
- cancel of suspension will hurt the political interests of local leaders.
- they may interfere in current relief work by instigating the public.
- minister may remove me from the position of head.

Remarks..

(ii) Discuss the suspension with team. Ask them to focus on true purpose of their work i.e. service of the affected people.

Merits → Unwillingness to work will be reduced.

— Relief and relief will not be jeopardized or delayed.

Demerit

— team members may see me lacking in leadership.

(iii) Ask the revenue officials to provide reasons why they have been suspended, and based on this present a case to higher authorities.

Merits → will make suspension a democratic decision.

Demerits

→ political support to the relief will be reduced

→ the process will be time consuming.

Remarks

the relief and rescue. Is a prime importance here.
 Best course will be to discuss the issue with
 ministers and ensure that political interests
 of local leaders will also be taken due care.

Remarks

Q14. 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)

Ans 14

- 1). A mechanism could be setup to list all the contractors. Contractors who were engaged in collusion can be delisted from procurement process.
- 2). Strict limitations can be imposed for preventing contractors to enter the official premises for undue reasons. A separate representation window for their interaction can be setup with a staff member heading the division.

Remarks

- 3) Communication among the staff needs to be increased. and values of impartiality should be promoted. to perform their duties diligently.
- 4) Taking note of erring officials or warning to them can be issued. Relevant laws and rules can be made visible to them.
- 5) Re-ordering of official duties among the staff members of equal rank. to check collusive corruption in the office.
- 6) To promote interpersonal communication among the staff members, events can be organised on various occasions.
- 7) Transparency in the procurement process can be increased by the use of ~~IT~~ digitisation and technical upgrades.

Remarks

Q15. There is a senior police officer, whose only daughter is going to be married. The police officer is very honest and upright and does not want to enter into any controversy, especially on the occasion of the marriage of his daughter. On the wedding day, the officer notices that a notorious politician-cum criminal has come to the officer's residence uninvited. Before police officer could spot him, he stood up and says he had just come to bless his daughter. Under this situation, the police officer is in a fix as what to do?

Some of the options are given below. Evaluate merits and demerits of each of these options and finally suggest what course of action the police officer should take (without necessarily restricting to the options below), giving proper reasons.

- The police officer should politely ask the uninvited politician to leave the place.
- He should call his daughter and allow the politician to bless her and there after tell him to go.
- He should not take notice of the presence of the politician and allow the function to continue.
- Depute some policemen to keep an eye on him and brief him regularly (every 10 minutes) about his activities.
- Explain to those present including some media people that he is unwanted here and has come uninvited.

(250 Words) (20 Marks)

Ans

- He may leave the function due to politeness. Politeness can be misused by him to create further ruckus to bless the daughter.
- Asking him to bless in front of everyone will not be good judgement. If he is truly here to bless, then it can be arranged privately and thereafter can be asked to leave.
- Not taking notice of the politician and allowing the function to continue will give a message that he is a invited guest. As I am a senior honest officer, this might impact my personal image and morale of junior officials.

Remarks

working on cases against him might be reduced.

d) Again, this option validates him as an invited guest. Continuing his presence in function either under or without will be best judgement. He might get into altercation with officials, that can ruin the wedding.

e). Unwanted representation to the media may not be a good decision. Media may go to the politician as well to hear his side. If there is a not undoubted intent for which is here, he can propagate it through media.

Best course will be to allow the politician to give blessings in private and quickly asking him to leave the function. If he do not do so then legal actions of trespassing with criminal intent can be taken against him.

Remarks

Q16. You are head of an organization which has large public interface. One day an old man approaches you and complains that one Assistant incharge of Old Age Pension Scheme is demanding Rs. 100.00 from him for clearing his pension claims. He has further revealed that this is a common practice in this office and those who do not pay the bribe money, are harassed. You have become very upset with the state of affairs and want to solve the problem of the old man along with bringing some qualitative change in the work culture of the organization, for better service delivery.

- (a) What are the options available to you?
- (b) Evaluate each of these options and choose the option which would you adopt, giving reasons. (250 Words) (20 Marks)

Ans

1. Coercive bribery function within a group of officials and their identification is necessary to prevent such practices. A list of such corrupting officials should be created and warned.
2. Similarly honest officers can be employed in those areas where public interface is maximum.
3. Internal vigilance team can be setup to check the malpractice.
4. Dedicated service windows with guidelines can be formed. Clear display of rules and guidelines for public will improve their strength and deter coercive bribery.

Remarks

5. A citizen charter can be created for handling and improving interactions with general public

6. Use of digital methods such as direct transfer of pension etc can be initiated. Simplification of paperwork and making it friendly for public will reduce the chances of corruption.

Combination of following is the best way.

1. Identification of bribery ~~at~~ ^{non} users and honest officials.
2. Regular inspection to create a watertight environment.
3. Preparation of citizen charter for empowering citizens.
4. Dedicated office to make complaints against coercive bribery.

Remarks