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An Institute for Civil Services

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K. LALITH

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GENERAL STUDIES - PAPER IV

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 is indicated against it. • Contents of the answer is more important than its length. • Answers must be written within the space provided. • Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.
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Khalith

1. Invigilator Signature _____

2. Invigilator Signature _____

Name K. Kalith

Roll No. _____

Mobile No. _____

Date 17th Sept 2018

Signature Khalith

REMARKS

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SECTION - A

Q1. What would be your preference at the time of making a decision and choosing from two sets of available options-one that is right or one that is easy? Why?

(150 Words) (10 Marks)

Decision making is an art of applying existing knowledge and experience and choosing wisely.

Decisions are based on core values and morals of an individuals and are broadly determined by socially acceptable norms.

Preference between decisions finally relies on circumstantial evidence and application of emotional intelligence on the basis of core values to realise best realisation of results.

Right option (Justification) → first of all righteousness is a virtue cherished by most thinkers from Aristotle to Plato and satisfies both deontological and teleological thought.

What is right is usually the moral conscience hence decision in life with morality. Right decisions generally are ethical in nature.

Remarks

Justification of Easy choice

Satisfies the Epicurean theory of pleasure and pain in conformity with hedonism. This can be chosen amidst scarcity of resources and time.

Easy choice may not be able to justify the doctrine of Double Effect.

Final call as per moral conscience, the right choice should be picked. For civil servants probity and integrity are important virtues and choosing an easy option will be a compromise with the same. For example, working for extra half an hour to satisfy public grievance versus asking them to come tomorrow during office hours and get the week done.

~~Qud
for example
Ref Hints~~

Remarks

(3)

Q2. What is the importance of trust in administration, management and leadership? Has trust anything to do with consistency and coherence in our behaviour and action? What is the relation between trust and truth? Why is it said, "Trust takes years to build, seconds to break, and forever to repair."
(150 Words) (10 Marks)

Trust means confidence reposed in someone resulting into reliability.

IMPORTANCE OF TRUST

In Administration

- Trust of public leads to better use of discretionary powers without social resistance.

In Management

Trust signifies the ability of getting things done which would make manager a leader.

In Leadership

Trust acts as an additive by increasing followers confidence in leader's abilities thereby creating consensus in work and efficiency in execution.

Trust is an important component of integrity which further depends on consistency of performance thus reinforcing reliability on the

Remarks

administrator.

- Trust and Truth have a direct relationship. wherein if A trusts B there is greater possibility that A will accept B's words as truth, trust is a confidence building measure and indicator of a ~~base~~ fidelity to truth in social relations.

- Trust is a social Asset that is built overtime through consistent performance, for an administrator it is important for ~~maintaining~~ people's trust in bureaucracy, in order to better administer the society as loss of trust may set in long term anarchy as witnessed in French Revolution.

~~Y
gaw~~

Remarks

Q3. What is success? Is success possible by remaining moral and ethical in the extant competitive world? What are the reasons for distraction from a moral and ethical path in life? Why it is important to lead a moral and ethical life while we pursue success and excellence? (150 Words) (10 Marks)

• Success is a relative term, in consequentialism success is goal attainment whereas in deontology, success is using the right means always.

• Success is possible by maintaining moral integrity and ethicality but not in absolute sense like the categorical imperative. Mahatma Gandhi has shown the path towards attaining success by remaining moral and ethical. 900 point

Success through unethical means would be termed as corruption and is not a true display of sportsman spirit and excellence.

• REASONS FOR DISTRACTION FROM MORAL PATH IN LIFE ARE :-

① Vice according to Aristotle like

Remarks

greed, miserly etc.

② Excessive competition and wish to attain quick success.

③ Peer pressure

④ Impact of social institutions etc.

- It is important to lead an ethical life because:—
- Success with moral crisis does not give satisfaction.
- For an administrator following the code of ethics is equally important as meeting the targets.
- Success coupled with ethics increases acceptability and social leadership.

It is in line with argument of distributive justice and equitable distribution of resources.

4/2
G. S. S.

Remarks

Q4. What is neutrality and why is it considered a non-compromising trait of a Civil Servant?
 - What are the factors that compel a public servant to give up neutrality and take biased decisions? What are the pre-requisites to maintain neutrality? (150 Words) (10 Marks)

Neutrality refers to the quality of non-partisanship of an individual towards an event or ideology.

In civil service, political neutrality is of utmost importance as administration is the steel frame and depicts continuity in policies. Further a civil servant needs to be self-neutral in order to serve all the sections of the society, especially the minorities and weaker section.

Neutrality enhances rational making through process analysis. 2nd ARC recommends an indispensable trait.

Factors compelling civil servants to become biased are :-

Remarks

- Lack of probity in working.
- Distorted core values and morality.
- Political pressure and value crisis.
- Incentives offered by interest groups (lobbying).
- Abuse of discretionary power, weak accountability measures.

PREREQUISITES OF NEUTRALITY.

- Honesty in administration and forthrightness.
- objectivity - Rational decision making
- Integrity which results into ~~cohesive~~ consistency and predictable behaviour.
- Empathy and compassion towards weaker section.
- Respect and tolerance towards all section etc.

Remarks

4
gaw

Q5. What is moral crisis? Cite some examples from Indian society and polity. Explain the statement in right context- "The hottest places in hell are reserved for those who, in times of great moral crisis, maintain their neutrality." (150 Words) (10 Marks)

A.)

Moral crisis may be understood as lapse of moral judgement or a potential dilemma where choice needs to be made among ~~2~~ 2 options which are both moral as per an individual's conscience.

This part could have been better

Moral crisis should not be confused with absence of moral values, rather a phenomenon ~~is~~ ^{is} faced during decision making.

In India, moral crisis occurs when deep rooted social traditions are challenged against the touchstone of constitution like child marriage and untouchability may have been morality of few individuals or groups but when juxtaposed the constitutional ethicality crisis arises.

Secondly, vote for cash scam challenged the morality

Remarks

of an individual where loyalty is put against rationality.

B.) The statement here means when there is an ethical dilemma or two options seem equally right, choosing any one and foregoing the other is the hardest.

When strong winds of appeasement coupled with incentives ~~are~~ surround an Administrator maintaining

Neutrality becomes very difficult due to potential material losses.

Nevertheless, neutrality and integrity ~~should~~ should be cherished values for the civil servants and morality of the civil servant should be subservient to the blue book.

Remarks

Ref. Hints
 In analysis
 4

- Q6. What are the pre-requisites a leader must have for change and progress? Why resilience and endurance are considered as the greatest proof of strength and defining traits of a leader trying to bring progress, changes and reforms? Are these properties at conflict with adaptability and adjustment, which are hallmarks of pragmatic ethics? In which situations resilience and endurance become infirmity and rigidity and need to be shunned?
 (150 Words) (10 Marks)

A.) Leader is defined as a person in whom followers repose confidence and trust for getting certain things done in the desired manner.

Leadership follows the social contract. Prerequisites

for change and progress :-

- Courage is the ability to swim against the tide.
- Temperance → self restraint and not getting swayed by emotions.
- Aptitude, that is knowledge, skills and ability.
- Visionary ideas for example, political leaders.

B.) Resilience and endurance are prerequisites for bringing social change because reforms require changing the ethos of society which is a long term process.

Remarks

In the absence of resilience, leader would be swept away by resistance. . .

Endurance is important as leader has to face difficulties before the final goal is reached for example Nelson Mandela, Mahatma Gandhi.

(i) These properties are not in conflict with pragmatic ethics because resilience doesn't mean rigidity. Whereas holistic adoption of all ideas makes the final idea more resilient.

Adjustment doesn't mean malleability of the leader in fact adjustment is like the shock absorbant in the wall of resilience to face an earthquake.

(ii) As per utilitarian school when resiliently is not able to contribute to greater social good it should be done away with, in other words, excessive endurance leading to physical and mental harm to both leader and follower becomes rigidity.

Remarks

Always keep illustrations at the core of your answer while attempting such Qs

Q7. In which situations there arises a conflict between majority rule/convention and a person's conscience? What should a wise individual or a good leader do while choosing a path - listen to her/his conscience or outside noises and popular voices? Why?

(150 Words) (10 Marks)

The conflict between majority rule and conscience can be equated with conflict between ethics and morality.

Morality is the individual's disposition of what is right or wrong.

Whereas ethicality is the greater social consensus which is dominated by the majority group.

For a person eating beef in India it may be quite moral as per his cultural nuances but the dominant view in India is of vegetarianism which creates an ethical conflict.

On the other hand at times social ethics may be based on wrong arguments whereas morality may be righteous. In 19th century, Raja Ram Mohan Roy fought against socially prevailing practice of SATI

Remarks

The final call should always be taken on the basis of rationality and a prescribed set of core values or categorical imperative which remains constant amidst time and space continuum.

A leader should always make decisions that is utilitarian in nature and which would accrue greatest benefit to maximum number of people. Even if the popular voice is for short term gains versus the prudent decisions of long term benefits the latter should be chosen. The use of plastic bags versus banning them and using paper and cloth bags.

Y

Remarks

Q8. Discuss ethical issues involved in clinical trials.

(150 Words) (10 Marks)

Clinical trials refer to testing of new drugs and medicines on a pilot basis before rolling out in the market to check for any side effects or otherwise.

Various ethical issues involved are :-

- ① People coming from poor households are lured in for clinical trial due to hefty incentives and not for any humanitarian reasons.
- ② Corporates/Companies use data exclusivity laws to restrict others to use the trial data. This is against ~~patients~~ ~~all~~ public interest as medicines become non-affordable.
- ③ Participants also lie about their medical history and give false information thus, leading to wrong inferences in data collection. For example ~~the~~ anaemic patients take iron folic tablets and hide their

Remarks

Condition = for money.

- ④ Animals are mistreated as they don't have the voice of dissent just as humans against exploitation.
- ⑤ Tribals and poor people are made scapegoat without the disclosure of side effects if any.
- ⑥ Various harmful (novel) drugs can be tested in the garb of clinical trials to get approval.
- ⑦ If the subject under clinical trial becomes ~~dis~~ ~~de~~ ~~de~~ ~~ceased~~ dead they are offered no compensation on the pretext of their ~~voluntary~~ consent or willful consent etc.

Government policies need to be evolved to plug these loopholes in order to prohibit exploitation of weaker sections by ~~wealth~~ corporations. However, Big Data Analysis and ~~technology~~ could be used as a substitute of clinical trials.

Remarks

42/50

Q9. The real problems of the civil services are not with recruitment; they are with what happens after an officer joins the system. Do u agree? Analyse (150 Words) (10 Marks)

The matter in question is of values of an individual and the relative permanency and the impact of civil society institutions and others in moulding such values as time passes.

Initially all civil service aspirants are filled with morality and theoretical ethical knowledge, however, post recruitment the real 'Self' surfaces. Secondly, the ill values prevalent in the system like Nepotism and Corruption over long course of time have a tendency to change value system of a recruited officer.

Recruitment is done under controlled situation thus factoring of impact of external variables cannot be efficiently analysed however,

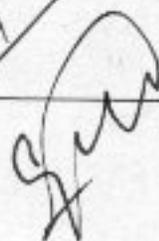
Remarks ✓

When civil servants work in real life situations various socio-economic factors impact their decision making.

PROBABLE SOLUTION

- Initial leadership has great impact over the later career hence initial posting to be done under supervisions of probity and integrity.
- Strengthening internal and external accountability measures and 360° performance appraisal. U's-a-its the Annual confidential report along with scope for improvement.
- Frequent training and refresher training should be provided to keep the civil servants updated with latest technology.

Remarks

4


Q10. Some situations you just can't control. For instance, someone you care about might betray your trust. Or, no matter what you do and how hard you try, you might not be able to win over that person you're trying to impress. There will be people who can't stand with you no matter what you do, and then there will be people that adore you no matter what. Situations like these - situations you can't control - will arise throughout life, and they may change your course. That's just life. It is what it is. In this light how emotional competence facilitates an individual to understand, manage and handle oneself and others positively in various settings?
 (150 Words) (10 Marks)

Emotional Intelligence
 (EQ) is an important attribute for any individual in order to better manage oneself and manage surrounding more sensibly.

It becomes all the more important for a civil servant as mood swings and emotional distress are against maintaining tolerance and neutrality in work.

EQ helps as follows:-

- ① Better analysis, introspection of oneself to identify strengths and weaknesses.
- ② To maintain composure in crisis situation by managing both anger and anguish which may impede rationality.

Remarks

③ Knowledge coupled with EQ tends to wisdom ~~as~~ not only information but sensibility is important for efficient decision making.

④ EQ helps in handling work stress which may otherwise decrease the quality work and ~~the~~ quality of service delivery for an administrator.

⑤ A manager becomes a good leader ~~only~~ when he has ~~at least~~ utmost control of self emotion, thereby increasing efficiency.

⑥ EQ helps to better understand and perceive situations, thus enhancing component of situational justice for a civil servant.

Lastly, EQ helps in maintaining neutrality, objectivity and positivity in governance. This gives him/her the ability to empathise with weaker sections etc.

4/2
 GSW

Remarks

Q11. Analyse the characteristics of 'Corporate Excellence'?

(150 Words) (10 Marks)

Corporate Excellence refers to performance of an enterprise in such a way as to accrue benefit to all the associated parties.

It relates with the stakeholder approach of corporate governance and has the following characteristics.

- Adherence to Rule of Law as companies follow the law of the land. Ensures participation and decision making on the basis of consensus on the basis of ~~stakeholders~~ of all shareholders.

- Social responsibility in the form of CSR on a voluntary basis. Example Tata group at Jamshedpur, ITC → ~~Chaupal~~ etc.

- Maintain core values in corporate culture like gender parity, Pay for

also
cite
your
actions
to
stakeholders
your print.

Remarks

performance, respect for
 leisure for example TCS, Google

- Maintain accountability and transparency through adequate and timely disclosures.

- Effectiveness and efficiency of resource use and ensuring least damage to environment

- Reduce conflict of interest as much as possible by focussing on maximising the shareholder's wealth.

- Display of ethical governance by the Board of Directors of the company.

In totality, corporate excellence allows a company to display ethical corporate citizenship in the true sense.

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Remarks

SECTION - B

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

Q12. You are head of an ambitious road project and have been authorized by the government to make a 8 lane high way from the existing 4 lane. The widening of road includes acquiring small holdings of the poor people and cutting thousands of existing trees. Government justifies the project because of its utility, economic growth and overall development of the area.

There are thousands of poor people and environmentalist who are opposing the project. Ponder over the situation and answer the following questions.

- What actions and justification you have to address the concerns of those who oppose the project?
- What are the ethical/moral issues involved in your decision/action, and how you would justify your decision.
- What is the alternative course of action with merits and demerits which one can take so as to prevent the land acquisition and cutting of trees.

(250 Words) (20 Marks)

The case suggests following concerns :-

- Loss of dwelling of poor people due to land acquisition.
- Loss of environment due to deforestations.

a) Actions and Justifications.

- So far as loss of dwelling is concerned the displaced citizens should be offered a considerate rehabilitation plan in an alternate location.

Remarks

- Usually government has such proposals prima facie. If not such a policy decision can be taken in the greater public interest.
- Secondly, Deforestation would be inevitable to expand the road therefore protestors would be called for discussion and assurance would be extended to strictly follow the re-afforestation and CAMPA funds would be adhered.
- As a confidence building measure, the protestors may be allowed to physically verify the afforestation actions, ~~and~~ And verify deposition in CAMPA fund through RTI.

b) Ethical issues involved are:-

- ① Duty Ethics vs. Environmental Ethics.
- ② Ensuring similar quality of rehabilitation of poor and displaced public.
- ③ For greater public good (utilitarian ethics) the project would be undertaken.

Remarks

4.) If protestors turn violent help of local police is to be taken on the grounds of safeguarding life and property of the organisation.

c.) The alternative course of action would be to make slight change in route plan to circumvent dense forests, or reducing the width of the road from 6 lane to 6 lane to minimise environmental damage.

MERITS → overall reduction in project cost, minimisation of loss of environment, placating the poor public by not displacing them.

DEMERIT → Huge displacement from organisational goals not acceptable, would be a question mark on the leadership skills.

However the right course of action is still people rehabilitation of the road, and minimisation of tree cutting to reduce width of the road.

Remarks

5

Q3. You are a middle ranked officer in the ministry and known for your honesty and integrity. You find that private secretary of the Minister suggests you to deal with certain matter in a particular way. When you tell him, that the suggestion is against Government rules, he confirms that this is the desire of Hon. Minister. Following options come in your mind to deal with the problem.

- Ask the private secretary (P.S.) to confirm in writing.
- Meet your senior officer and seek his suggestion and guidance.
- Refuse the Private Secretary and stick to rules only.
- Bring the matter into records and suggest that rules be changed to accommodate the views of Minister.

Examine the merits/demerits of each option and suggest the best options with justifications. (250 Words) (20 Marks)

The case in question is of ethical dilemma of following the blue book vs following the orders of the superior authority.

a.) MERITS.

- It will shift the liability of the officer in case of any contingency.

- Following the superior's orders is in line with the blue book.

- The suggestion given by the private secretary may not be unethical outrightly.

Remarks

DEMERITS.

- Maybe the course of action expected by the civil servant is outrightly unethical hence even a written order may not compel performance.
- Private secretary of the minister is not in the administration and hence do not follow the chain of command.

b) MERITS.

- Consulting superior who is more experienced will help in wise decision.
- May clear ethical or operational dilemma if any through experiential acumen.

DEMERITS.

- In formal suggestion may not create an official record for the action hence liability for contingency still remains.
- Advice of superior may be subject to loyalty or personal bias.

Remarks

(c) MERITS → No Dilemma would arise and clear course of action.

DEMERIT → May have to face the wrath of the minister of the minister and political pressure.

→ The minister may create hindrances for his smooth functioning in future

d.) MERIT → May be the minister's idea is innovative and could be incorporated to being efficiently.
 → Communication will be on the official record.

DEMERIT → May appear as if the officer is biased towards the minister

Thus, the best option would be a blend of option A and B as it would ensure that any innovative idea of minister would be incorporated without outright denial on the basis of blue book or lack of deliberation.

Secondly, it would show the participative and the consultative style of the civil servant.

Remarks

Q14. There is an entrepreneur who has opened a factory in the rural areas for the manufacture of sanitary ware. His initiative has helped in providing good employment opportunity to rural people and in the production of affordable sanitary products which are being used in construction of rural toilets. However there are some cases of under payment of wages and few cases of employment of children below 14 yrs. You are labour enforcement officer of the area and in course of your routine inspection, you noticed these discrepancies. Answer the following.

- (a) What are the options available to you?
- (b) Discuss the merits/demerits of each option and finally choose the option which you consider best with suitable justifications. (250 Words) (20 Marks)

The Case in question is of a corporate venture which has accrued benefits to all communities nearby however, discrepancies in wage payments have been found in the routine inspection. Options are as follows:-

Option 1
 ① The manager of the establishment would be summoned for an explanation and informal suggestion would be made to ~~do~~ clear the wage dues in the given time to avoid legal consequence.

② MERITS.

- Would settle the matter without legal angle thus saving financial cost.
- Reputation of the enterprise would

Remarks

be preserved.

DEMERITS.

- The informal suggestion may not be adhered to.
- It is against the code of conduct of labour welfare officer to not register the matter.

Option 2

- ② Register the complaint and a legal notice to the establishment.

MERITS.

- Redressal of workers grievances would be ensured at the earliest.
- It is as per the code of conduct and will show equality before law.

It would entail litigation costs to the company.

The enterprises image would be tarnished which may break his business.

Remarks

Option 3 → Mediate between management and workers (arbitration) to reach amicable solution

MERIT

- It would help mutual sensitisation of both parties
- Dialogue is always a confidence building measure and reduces hostility.

DEMERITS

- The management may be hostile towards the workers and in such cases the arbitration might not work.

~~Conclusion~~ Conclusion

The final call would be optional due to its inherent merits and looking at the track record of the enterprise, it must be given a fair opportunity to correct mistakes before litigation or any other thing starts.

Remarks

9

- Q15. This is a situation which pertains to Parliament elections. You are posted as District Magistrate in one of the notorious districts. There were several officers to assist you in your work, i.e. Returning Officer, District Election Officer and Additional District Magistrate (ADM). Background duties of various officers were assigned as presiding officers were unwilling to take up election duties as it was very arduous work and a big responsibility. Presiding officers and polling officers were called four days before the poll for training and collection of material/stationary like voters list, manuals, ballot papers etc. In one such event, when the distribution of material was being made, one polling officer had a heated argument with ADM which resulted in a scuffle. There were around 300 polling personnel who formed a mob as most of them were unhappy because they had been put on election duty. ADM locked his room from inside to save himself from attack by this furious mob. This mob was not willing to cooperate in further duty. How would you handle the situation? What are the possible alternatives available? Explain and justify your action. (250 Words) (20 Marks)

The case in question requires application of EI (Emotional Intelligence) by the DM, to calm down the situation and facilitate smooth polling operations as elections are pivotal to a democracy which cannot be sabotaged at any cost.

Parties Involved

- ① Dissatisfied polling personnel who were working out of obligation are not furious.
- ② Returning Officer who is refusing to perform duties as per the code of conduct and constitutional obligation.

Remarks

(3) ADM who had a heated argument with polling officer and increased the scuffle.

COURSE OF ACTION.

- In the Capacity of DM of a district where the Code of Conduct is in operation. Any violent activity or scuffle needs to be stopped to maintain peace in the polling area.
- If public gets to know about the scuffle the voter turnout ~~may~~ be less.

Hence, the DM must immediately mediate and try to calm the aggressive mob by :-

- Reminding them of their Constitutional duty.
- ~~The~~ Threatening them of Penal consequence.
- By assuring an apology for any misbehaviour on the part of ADM if proved.

Remarks

Simultaneously, the DM must talk to the ADM and request him to settle the matter amicably and not making it a prestige issue.

The polling officers may be requested to go back to their duties or report on the next day (this would be an immediate measure to disperse the crowd).

The DM must himself perform certain polling officer duties to them by example the importance of democratic work which cannot be delayed. (Leadership by Example) to sensitise the polling officers.

Lastly, a mutual dialogue could be arranged between ADM and the polling officers and sensitise them regarding the urgency of elections upcoming and all should work together to complete task successfully and maintaining

Remarks

 Ref. Hints
 for objective

 Team Spirit.
 8

Q16. A state government has set up an anti-corruption unit under your leadership to take decisive action against prevailing corruption in various departments. You have a clear cut vision and a perfect understanding about what to do with the help of the team. Some of the team members have a soft attitude towards corruption. You have decided to persuade the team so that the team could be very effective in anti-corruption measures.

- (a) What are the various options available to you to motivate your team?
 (b) Evaluate the merits and demerits of each option and choose the option which you consider best, giving reasons.

(250 Words) (20 Marks)

The case in question is of motivation and persuasion and displaying superior leadership skills to change the work culture of the organisation.

Parties involved

- ① Superiors who have delegated the task and have confidence in ~~my~~ my ability.
- ② Favourers / Facilitators whose thought process is in line with the organisational goals.
- ③ Resistors who need to be motivated to improve organisational culture.

Option A → To use soft approach of discussion and deliberation, exemplify the ill impact of corruption and indoctrinate the

Remarks

Value of zero tolerance towards corruption.

MERITS.

- ① Fence sitters are easily motivated through soft approach.
 - ② It shows sensible leadership and participative approach.
- Indoctrination itself is an unethical concept and hence a demerit.

Option B. → To use hard approach by transferring the employees who have soft attitudes towards corruption and set an example for others regarding strict adherence to the code.

MERITS.

- ① Shows the fortitude of the leader who can go to any extent for realisation of organisational goal.
- ② Any future displacement of values in employees (Team) would be curtailed ab initio.

Remarks

③ Improve the solidarity among existing team thereby drawing greater performance.

DEMERIT.

① Any rational voice of dissent who be suppressed due to hard approach, autocracy may set in.

Option C → To use prescribed approach. Leadership by Example.

Merit.

- Practice has greater weightage than theoretical speech.
- The leader can act as a model for team member thus further improving team spirit.
- Such a team would be ready to extend full support to the leader thereby efficiently undertaking Anti-corruption drive.
- It is a mix of both hard and soft approach however the only possible demerit is the ability to maintain integrity and consistency in performance.

Remarks

9

Q17. There is a busy railway station where the waiting rooms are unhygienic. There is no proper safe and clean drinking water facility. The enquiry system is dysfunctional and on reservation counter, the touts dictate everything. You are Station Superintendent and there is an advisory committee to look after the interest of railway passengers. You have decided to improve the work culture of the railway station. Your officials are willing to cooperate but reluctant to share responsibility.

(a) What are the options available to you?

(b) Examine the merits/demerits of each option and suggest the best course of action with reasons. (250 Words) (20 Marks)

The case in question is of improvement of organisational culture where employees are lacking the quality of mutual responsibility sharing, also. Standardisation of services offered is absent.

Option A

The first step would be to prepare a citizen's charter and to setup a clear line of responsibility and accountability of each employee.

MERITS → Clear delineation of Authority and Responsibility.

- Standardisation of services for public.
- Ensure quality of service delivered immediately.

Remarks

DEMERITS:

- Charter may not be legally enforceable.
- May not ensure a cooperative work culture are the 2 Demerits involved.

Option B

- Establish a rotation policy after every fortnite.

MERITS.

- All employees will learn all domains of work.
- Sensitisation of co-workers duties.
- Improves mutual respect towards each other's work.

DEMERIT.

- Continuous rotation may not provide expertise to any employee

Option C → Establish a robust performance appraisal mechanism

MERITS. → All officers would be

Remarks

on their toes, thus improving efficiency of services.

- ② will ensure operational probity.
- ③ Greater satisfaction of passengers in the station.

Option D → Ensure removal of middlemen / ~~to~~ touts through constant inspection and vigilance

COURSE OF ACTION.

All the above mentioned options are complementary to each other and need to be applied simultaneously to get optimal results.

Job rotation will ensure sensitisation performance appraisal would ensure quality. ~~the~~ Citizen's charter would communicate ~~responsibility~~ ~~of~~ the station authority towards passengers thereby increase in public satisfaction and improved work culture and would finally ensure probity and effectiveness in service.

Remarks

9

Q18. There are four roundabouts in a city which are very crowded, resulting into a traffic jam. The city has a business potential, besides residents desire that there should be some attempts to beautify these places as is done in many other cities of the country. You are municipal commissioner of the city and a delegation of eminent people have come to meet you with a request to do something for the purpose. You checked up with your finance and accounts department, which expressed its reluctance to part with resources.

- (a) What are various options before you?
- (b) Discuss the merits/demerits of each options and finally suggest best option which you would choose giving justifications. (250 Words) (20 Marks)

The case in question is regarding improving the city holistically by reducing traffic jams, beautification of the city, improving employment opportunities.

Stakeholder's involved.

- Civil society representation which wants beautification of township and traffic reduction.
- Finance Department which is not ready to release funds.
- Business interests which would increase employment for the town.
- All stakeholders aspiring for better quality of life by reducing pollution.

Remarks

Option A → I would persuade civil society representation in writing to be forwarded to the finance department.

MERITS

- A written application has more weightage over verbal representation.
- Possibility of fund release through public pressure.

DEMERITS.

- Escaping responsibility in administration and asking people to do the jobs?

Option B Influence the local minister / legislator for releasing NPLAD funds which could be released for this purpose.

MERITS → Official source of finance with authority and acceptance.

DEMERIT → Delay in release of funds.

Remarks

Ref Hints
 to get idea of
 writing merits
 and demerits

Option C: ~~Township~~ crowd sourcing of funds should be invited to supplement available funds.

MERITS. It would entail attitudinal change in public.

• Increased community participation and a component of social audit. Improves sanitation, ~~be less~~

• **DEMERIT** → people may find it as extraneous and a direct tax being levied.

Option D Initially, improve traffic situation of roundabout by deploying additional personnel to control traffic, reduce congestion on roads, pollution which will improve logistical, pedestrian facilities and thus improving business condition.

COURSE OF ACTION / JUSTIFICATION

option A to be followed with immediate effect option A and B as ~~other~~ alternatives as per viability and option C for beautification of the township to ensure citizen's participation in maintaining cleanliness cleanliness as they have financially contributed.

Remarks

Public will be aware of their responsibility.

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