

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 17 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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1. Invigilator Signature _____

2. Invigilator Signature _____

Name Jatinder Sohal

Roll No. _____

Mobile No. _____

Date _____

Signature Jatinder

SECTION - A

Q1. Why does cultural relativism supposedly make us more tolerant of other cultures and, critically examine the view that moral values are relative? (150 Words) (10 Marks)

Ans: Cultural relativism is concept of appreciating different cultures. It is different from absolutism where one truth-one concept is followed. Cultural relativism make us more tolerant of other cultures i.e. other cultures are also given space and existence because:

Cultural relativists propose that it is contextual i.e. depend on the situation. There is no single truth.

For example: Western people appreciate more excellence whereas Asian people like in India appreciate/give more value to family and caste responsibility.

Eg. In India, kin/son of deceased male is given job, whereas in America, it will lead to nepotism because jobs are given on the basis of qualification & excellence.

So cultural relativism helps us to appreciate other culture and become more tolerant as it all depend on culture, context

Not clear

Make the context clear

Remarks

It is necessary to promote various ideals of our constitution like secularism.

If only one culture will be taken as truth, society will become less tolerant → more chaos.

Moral values are individual principles/qualities that help decide individual/group's behavior/choice/actions. These are relative as :-

It depends on following factors :

individual → value system of one person is different from other i.e. one can appreciate honesty more than other values.

Context → spatio-temporal concept.

one value is appreciated in one area like minimum wage, but is not appreciated in other part of world.

Temporal → Earlier, Sakti was valued, now banned.

Culture → Cultural relativism, as described above.

However, some moral values are universal, which are valued all over world like Truth, beauty, goodness which depend on thinking, feeling, willing.

Not required

Need to discuss it candidly

3/2

Remarks

Q2. What is the relation between conviction, integrity and courage? Illustrate. What is the need and importance of conviction in leading a society or a group or an organization to achieve the goals of change and progress? (150 Words) (10 Marks)

Ans: Conviction, integrity & courage are closely related to each other, where,

Conviction → is holding some firm belief

integrity → being honest and holding one's moral principles.

Courage → doing act despite fear of other.

For illustration,

Mr. A knows his boss ^{Mr. B} is corrupt and it is confirmed after some evidence.

Mr. B force | tries to manipulate Mr. A that this is not case and leave this matter.

Mr. A is holding his conviction that Mr. B is corrupt. His integrity (an anchor in a ship) helping him holding his conviction, and at some time holding his moral principles ^(integrity) like

honesty and not sway by Mr. B manipulation. Also to act against Mr. B requires courage and not leave matter. Courage is required of Mr. A to hold integrity and conviction. Otherwise, Mr. B can force Mr. A to quit.

Remarks

Try to cite small example

Whether a society, group or organisation, change is inevitable part of life. leaders of group have to meet this change, do the right thing by formulating policies and achieve progress.

One of the principle thing required is conviction because :-

- change / progress is accompanied by challenges → so to not bogged down by challenges → require conviction (holding firm belief) that challenges will be tackled.
- various pressure like political (less will), societal (conservativests), industrial media,
- technological challenges (digital divide, illiteracy, etc.)
- Globalisation (forcing various culture mix) → culture / traditions holding require conviction.

Therefore, conviction is required by society / group to meet challenges and achieve progress by changing.

Come to the point directly

3

Remarks

Need to focus on quality writing rather than quantity.

Q3. Explain role of epistemology in administrative decisions through an example?
(150 Words) (10 Marks)

Ans: Epistemology is the study of Knowledge acquisition. It consist of 3 factors i.e. Truth, belief and justification.
 What we know → Belief
 What is reality → Truth
 What are facts → justification

Epistemology acquire greater relevant role in administrative decisions because...

belief of society are based on many things like culture, historical, geographical or heuristic principles.

It can be different from reality and therefore belief as sometimes lead to problems

Administration has to delve deeper to find out that how this knowledge was acquired by society and find facts to come out with truth and justification.

Example :-

Remarks

Recent mob lynchings in different parts of Country. → Telangana, Maharashtra, etc.

In these cases, people/outsiders particularly were mistaken for kidnappers and beaten/killed by public/mob.

Role of administration with epistemology →

Administration has to find base of this that how this knowledge was acquired.

For e.g.: most of attacks were against minorities/outsider/tribals, mostly powerless. How knowledge acquired → Whatsapp posts.

Find facts → justify → then act accordingly, otherwise it will lead to improper solution like more vigilance on whatsapp. And more important reason like prejudice of public will not be tackled.

what is its significance here?

2½

Cite more suitable & clear example

Remarks

Q4. Do you think that the best civil servant is one who acts as a whistle blower or one who tries to find the possible solution from within the system? Give reasons and cite examples. What are the challenges in finding a solution from within the system?

(150 Words) (10 Marks)

Ans: Civil servant is part of executive branch of government. He/she has to implement policies of political executive without any political aspirations. Best civil servant is considered as that who follows ethical principles like integrity, impartiality (based on merit → not political party (non-partisanship)). However, conflict happens when something wrong occurs in organisation, in that case, what civil servant has to do? Conflict → official/professional secrecy v/s whistleblowing. Ethical mind will overcome respectful mind (that is & not questioning political executives) → whistleblowing that something wrong is happening. However, professional secrecy has also to be maintained. Best course of action is first to advise political executive that this is wrong and also not in interest of executive himself/herself. As public will find out truth. Public interest has to be main motive. If, solution not find, then higher officials have to be

you must discuss to the point only

Remarks

found

you must work out your such exhaustive way of expression

Consulted. Even after that, system is not responding, whistleblowing is the only option left with civil servant.

Why not whistleblowing in first instance?

- professional secrecy
- will break public confidence → essential for functioning of government.
- sometimes, political executive not aware of ground reality.

Example:- Minister ordering, Police officer to do encounter of a gangster (habitual offender-rapist also). But police officer advise that it is possible to catch him and not in interest of minister himself as human rights group will bash him. So whistleblowing is not first option.

Not required

Challenges in finding solution from within system

- Pressure from society → Sometimes, society forces civil servant to take immediate action without verifying fact even amend laws.
- Ethical values like impartiality, integrity are compromised.
- Discretion → if there is provision of discretion than, facts are suppressed and act according to whims and fancies & not public interest.
- Red tapism, bureaucratic inertia, Political pressure

21

Remarks

Need not focus on filling up pages only

Q5. Explain and elaborate the following statements:

- Never stop your heart from desiring and always surround yourself with people who will inspire you to push the envelope.
- Success is not the result of spontaneous combustion. You must set yourself on fire.
- Courage is the most important of all the virtues because without courage, you can't practice any other virtue consistently.
- To walk safely through the maze of human life, one needs the light of wisdom and the guidance of virtue.
- There was never a night or a problem that could defeat sunrise or hope.

(50 Words Each) (5 × 4 = 20 Marks)

a) Never stop your heart from desiring and always surround yourself with people who will inspire you to push the envelope.

Ans: Desire is the tendency to achieve something. Where Buddha tradition says that desire is not cause of all sufferings but lokayato tradition oppose it. Desire is naturally born out of human nature, whenever some deficiency is felt. Otherwise, human will not fulfill its psychological/physiological basic needs.

So heart should not be stopped from desiring.

— It also depend on desire whether good/bad

Good → to achieve success in life.

Bad → to kill someone.

— Also on limit of desire

Excessive → greed → amass wealth | excess tax

Optimum → basic and sufficient.

Need not make your answer philosophical

Remarks

Various challenges come in way of fulfilling desire like person is very wealthy and want to give money/arms to poor. Family plays an important role whether to push him donate or not. So people surrounding play important role in inspiring.

For example → Desire of drinking → accelerated under peer pressure who are also drinkers. If non-drinker peer → drinking abstained.

b) Success is not the result of spontaneous combustion. You must set yourself on fire.

Ans:- Success has different meanings for different person. But overall, it requires universal factors like hardwork, preserverance, right methods in right way at right time.

Success is not achieved instantaneously, even if achieved, it can be by wrong methods, for e.g: Smuggling or by lottery. However, amassing wealth is not real success for many. It is achieving goals, job, highest level - self actualisation. It requires hard-work, preserverance, not spontaneous combustion.

Person himself/herself has to do all the things, intrinsic motivation (from within)

1 1/2

Is above said exam e is not enough?

Need not rewrite question

Remarks

1 1/2
 desire to achieve particular goal. Extrinsic motivation like role models also help, but intrinsic is valued more. Also, real work has to be done by person himself.

c) Courage is the most important of all the virtues because without courage, you can't practice any other virtue consistently.

Not required

Ans: Various virtues play an important role in life of a person. Courage is most important of them and all other virtues depend on it.

→ Truth → Everyone tends to be good, but sometimes, lying is required to suppress facts because of pressure so courage is required for truth to prevail & withstand pressure.

Integrity → Honesty is compromised when political executive exert pressure, so courage is required to counter them.

Justice → Fairness has to be prevail. But sometimes personal interest / private interest overcome these interests.

Love-caring → Respecting other community members require courage to face wrath of

Remarks

our community members.

For example → In Uttarakhand, one police officer with courage fought with mob to protect inter-faith couple from mob & upheld virtues of love-caring, peace, integrity, secularism, etc.

d) To walk safely through maze of human life, one needs the light of wisdom and guidance of virtue.

Ans: There are myriad of challenges/problems in human life. Ultimately, wisdom and virtue approach is required to deal with these challenges.

Wisdom → without any bias → fairness approach
→ rights approach (suspecting one's rights)
→ not harming others upholding virtues

Which provide guidance that what to do in particular situation. For e.g: Justice has to prevail

e) There was never a night, or a problem that could defeat sunrise or hope. →

It is wisely said that after a night, sun has to rise i.e. truth prevail over falseness, good prevail over bad. Although, it takes time but in the last, goodness prevails.

Fore.g. Kavana was undefeatable, but ultimately got defeated by Sri Rama with help of virtues of righteousness, truth, goodness

Remarks

2

Needs to rewrite

1

Explain it

1

you have to adjust here because you have not used the provided space judiciously.

Q6. What is doctrine of double effect? Does 'Principle of Permissible Harm' stand the test of moral laws? (150 Words) (10 Marks)

Ans: Doctrine of double effect → It is principle of 2 effects that is good and bad effect of one action. Even bad effect, if happening, will lead to good effect overcoming bad effect.

For example → Giving job to son of deceased person in India.

Good effect → Support to family → valuing societal values!

Bad effect → Sometimes excellence is compromised
- job has to be given on basis of excellence.

But, India values more societal / family / caste responsibility so good effect prevail more. Therefore, it depends on cultural values also.

Principle of permissible harm → It is also one aspect of doctrine of double effect that is how much bad effect is permissible. As stated above, depends on individual, contextual, cultural factors.

For example → breaking traffic rules, while taking someone ^(accident) by private car to hospital.

Remarks

Bad effect is byproduct but not intended

Not a clear cut example

These two are not same at all.

This permissible harm is acceptable as breaking traffic rules is permissible in comparison to life value of person.
Moral values in relation to this principle

→ Theory of utilitarianism → Locke →

It is maximum number of people benefitting and doing minimum harm

Make it sensible

However, sometimes moral values are compromised if means are not moral as compared to ends.

For eg: Murdering someone (thief) by mob → taking law into own hand.

Benefit → getting rid of thief from society

Harm → life of thief is taken.

2 1/2

Deontological approach is compromised (Kant) means are not valued here.

Also, it is against Rawls theory of Justice where basic extensive liberty of one is compromised.

Fairness value compromised because justice is not in proportional to crime (theft → loss of life)

Remarks

Your every statement should be related but not like this about in itself.

Q7. What is excellence? What are the main obstacles in the pursuit of excellence? How does continuous pursuit of excellence help an ordinary person or a leader in betterment of the life and society?
(150 Words) (10 Marks)

Ans: Excellence is the act of doing something with applying right principles / methods in optimum and sufficient amount at the right place at right time to achieve a particular goal / objective.

Main obstacles in pursuit of excellence →

- Ethical values compromised
 - Objectivity → Not doing something on basis of merit.
 - valuing personal interest over public interest.
 - Pressure from society, political executive.
- Not being methodical → not adopting right approach
- Not having right knowledge / facts
- Sub-ordinates not adhering to excellence.
- Organisational values not clear
- Cultural factor → Sometimes family responsibility is valued more over excellence in some cultures.
- Positive discrimination → even to uplift

Remarks

marginalised sections of society, sometimes, benefit/reservation given, even at sake of some excellence (if compromised).

Continuous pursuit of excellence is required by person or leader in betterment of life and society because :-

- Decisions are taken at right time with right methods.
- Excellence by one member → followed by others → better organisation
- Ethical values not compromised
- Decisions are taken on basis of merit
- Right expertise is provided

Therefore, continuously excellence has to be pursued, in order to make better life and society.

4

Good content

Remarks

Q8. Is innocence a positive or negative attribute? Can you say that the death of innocence is one of the main reasons for decline in faith in goodness? Would you agree that as the more intelligent and practical we become, there are more chance of death of innocence?
(150 Words) (10 Marks)

Ans: Innocence is attribute of not knowing some aspect of particular value (situation) action. ~~of~~ It is different from ignorance. Ignorance is that some information is available but person is deliberately ignoring it.

Innocence is both positive and negative.
Positive → Not aware about wrong methods / crime → will not pursue it. Better society.

Negative → Not aware about criminals' methods → will easily fall into their traps → hence negative attribute.

Faith in goodness is declining nowadays. Even if someone is doing good, it is seen as out of some motivation, mostly bad. Innocence is dying because of various factors like increased awareness, social media, peer influence, increased technology use. It leads to people more aware of criminal intents, therefore faith in goodness is decreasing.

Not concerned here

It is a positive attribute

Remarks

However, it is not necessarily the case. as being aware sometimes lead to more collaboration and more goodness is promoted

For e.g.: Social media → more aware about crime
 → collaboration by society → prevention of crime → goodness

Becoming more intelligent and practical leads to giving more value to personal interests. Sometimes, innocence dies and goodness decrease.

But, as stated above, intelligent and practical means also lead to more awareness, even if innocence is compromised, other societal values prevail.

Hence, it depends on use of knowledge, in which way, it is being used. Because sometimes, over-awareness and misplaced facts lead to chaos. Recent cases of mob lynching (by aware → whatsapp texts) → killing innocent ~~bad~~ people (thinking them as kidnappers).

3 1/2

Remarks

→ How people have become self-centred
 → They think of worldness

Q9. Can 'goodness' be learnt? Discuss the eightfold path suggested by Buddha in this regard and explain its relevance in contemporary times for ordinary citizens, leaders and administrators? (150 Words) (10 Marks)

Ans: Goodness is one of universal value that depends on willing act of a person. It is when combined with truth, it becomes a moral act. Goodness is a virtue i.e. wise act, not a sin, ultimately good for society, promoting excellence & removing defects (badness). It can be learnt.

Although, virtue arises from highest of self. It depends on nature and nurture concept. Some virtues depend on heredity (personality traits of person). Also, nurture (experiences) play an important role in learning goodness.

How? → Behaviorist approach → Observing role models.

Conditioned learning → Pavlov models like conditioned reflex learned.

Consequential learning → Good acts are rewarded and bad acts are punished.

Eight fold path (Astangika marg) by Buddha
- Right resolve / determination → to do good for society, not harm others.

Keep your discuss of good minimum

Remarks

Right view → Not view society in personal interest terms → public interest should be promoted.

Right speech → Do not abuse anyone even if to criticise → should be rational & helpful for others.

Right action → Not indulging in sexual abuse, corruption, etc.

Right livelihood → indulging in incorrupt, honest services.

Right meditation → Purity / salvation. gaining knowledge.

Right mindfulness → Right intentions should be there.

Right efforts

Relevance for ; in contemporary times →

Ordinary citizens → not indulge in corrupt acts, obtain from sexual abuses, earn livelihood by right means → better society

leaders → Doing right thing and formulate policies according to this path so that right action with right resolve occur.

Administrators → Doing things right, without any confusion, on said principles and organisations are mostly built on these.

3 1/2

you must use the provided space sensibly

Remarks

Q10. Define the following terms with respect to civil servants:

- (a) Beneficence
- (b) Self-integrity
- (c) Reciprocity
- (d) Serviceability

(50 Words Each) (4 × 5 = 20 Marks)

Ans: a) Beneficence → it is state of doing good / producing good.

Civil servants are executive branch of government that have to implement policies and act in efficient and effective way. So doing good (Beneficence) is important attribute for civil servants. It help in achieving →

public interest with effectiveness & efficiency (resources efficiently used) without compromising values like integrity, impartiality.

But beneficence should be more for public than private interests.

b) Self-integrity → Integrity is upholding moral principles like honesty i.e. incorruptible. It is like anchor in a ship. It helps in conviction that holding on one's belief when faced challenges.

1/2

Remarks

- Even when no one is looking, Civil servants need self-integrity because:
- meeting expectations of public
- facing pressure from political executive
- higher chances of discretion → have to work with integrity

1½

c) Reciprocity → It is principle of doing help to other when other has also helped earlier.

It is like giving smile to other and receiving smile back.

It applies Golden rule that if we will help others in need, then only other person will help us in return.

Not clear

Civil servants with respect to reciprocity →

- should pay back to society → they become officers by using resources of society, so they should pay back their services.
- However, while pursuing reciprocity,

Remarks

Civil Services, Code of Conduct rules should be kept in mind that

- Should not receive gift worth more than 2500 ₹ Rs. in wedding
- should be impartial & non-partisanship.

Fore.g.: A civil servant helping political executive in some terms expecting political patronage in postings (favorable).
That should not be the case.

Cite positive example

d) Serviceability →

As given in name → civil servant
They have to serve citizens (civilians)
by their serviceability by providing
services → accessible, affordable & available
Fairness / Justice approach should be
kept in mind.

New Public Management ask civil servants
to follow these principles →

- serve citizen rather than steer
- value citizenship over entrepreneurship

Remarks

- Public interest should be given priority in all cases.
- In relation to political executive, they should serve / assist them in providing honest & frank advice. Even if no heed given to advice, then they should provide serviceability without questioning in non-partisan & impartial terms.

(2)

Good

Remarks

Q11. 'Only when correct reasoning and right desire come together does truly virtuous action result'. Do you agree? Justify. (150 Words) (10 Marks)

Ans:- Virtuous actions are those which involve virtue approach (Aristotle). Virtues are individual principles that guide human choice / behavior / actions. Flows from highest of self. For e.g: Truth, Justice, Peace, Love - Caring, Wisdom

For an action to be virtuous → correct reasoning is required →

- Facts should be clear.

- for e.g: An employee →

Mr. B whispering on phone in a hiding and talking about money.

Mr. A → belief → Mr. B is indulging in wrong activity (Reason → if Mr. B is pure, he will not indulge in whispering in hiding).

So Mr. A complained about Mr. B & turned out to be wrong. This is not a virtuous action as it was not based on correct reasoning with proper facts.

Remarks

Right desire is also required for virtuous action

For example →

Mr. X desire to be indulge in sexual activities with many females.

For this he need money (greed → corruption) required, lie to wife (truth compromised) skip office work (responsibility compromised)

Therefore, right desire should be there for a virtuous action.

Do you not find any positive example in this regard?

3

Remarks

SECTION - B

Q12. One of your friend, a mid-level bureaucrat, is highly upset because of his job related stress and family problems and often expresses his disenchantment with life. He gave an application for 3 week leave, which was sanctioned by his boss. However, a senior officer (placed higher than his boss), called him during his leave period to office for handling a sudden exigency and this was not the first time when such a thing had happened to him. It happens very often because the officer is very efficient and reliable. The officer has a feeling that those who work honestly are overused while those who work less but keep a personal liaison with seniors work less and get various rewards and privileges. He is disillusioned. He is unable to give reasonable time to his ageing sick mother, his wife who is under depression and children who are going to face their 10th and 12th board examinations. The officer is very upset and broken because of his inability to reconcile his official duties and family responsibilities. He seems to be very disturbed and broken. Despite being an honest and efficient officer he has not been given adequate rewards and recognition and space for looking after his personal needs; he displays signals of suicidal tendencies. What would be your suggestions to him? Discuss merits and demerits of each option. (250 Words) (20 Marks)

Ans: Premise: The given case is of a friend of mine who is finding difficulty in balancing personal and professional life. Simultaneously he thinks that honest person are troubled more. He is facing mental disturbance. As a friend, I will certainly help my friend in need and give him following suggestions. Although, I could go with options like :-

→ Leave him in same state : thinking it is his problem, what can I do?
Merit → No mental confusion in my mind
Demerit → Escaping away from friend's responsibility. Reciprocity will be

It does not lead to any benefit to him.

Remarks

Compromised.

2) Giving suggestion to leave job and help family.

Merit → Family responsibility will be taken care.
Demerit → But money is also required for basic needs, ageing mother, needs medicine for depressed wife, books for children. So this is also not an option.

3) Do work sincerely and family will adjust accordingly.

Merit → Mental interference will be dealt with, gain promotions, money, help family indirectly.

Demerit → Moral responsibility towards family is compromised. So have to balance.

My suggestion will be :-

Balance work & family together, leaving none for the sake of other.

- Problems are bound to come in personal and professional life.

- It is not advisable to leave anything.

- First, I will give some patiently listen to all of his problems as most of upheavels in mind get solved after

Not a rational suggestion

Remarks

sharing. Then, I will give advice to him that problems will come and do not place high expectations from life as it will produce mental distress.

Honesty & other moral principles are essential ingredients of life and success. They cannot be compromised. Also they are for one's own nutrition. So compromising them is not the option. Honesty gets paid back, hardwork also with promotions. As in feedback, they get positive reviews. So, it is in interest of my friend to preserve those values.

At the same time, he should meet higher official in personal to present his case for emergency leave so that family responsibility should be taken care of. Also, if he is feeling increased frustration and other symptoms whether physiological/psychological (even if not), he should meet a psychiatrist/psychologist for better counselling as he is showing suicidal tendencies. Any undue attempt of counselling by me without any knowledge can prove harmful. It should be left for experts.

Remarks

you are specifically asked to discuss merit & demerit of your each suggestion.

Make your content of writing clear.

7

Q13. As a District Magistrate in a tribal area, you have found that there are many superstitious practices which inhibit the welfare of the people such as - believing in super natural powers responsible for droughts, famines, natural disasters and diseases, witch hunting, fatalism (surrendered to fate rather than making efforts to change). While aspiring to act as an agent of change and development in the region, you find that there is opposition by people to modern ideas and practices. Answer the following questions:

- How will you proceed to remove superstition in tribal area and instill rationality among the people?
- Do change and progress needed to dismantle the local traditions in the tribal area?
- How a civil servant can win the trust of the people in a tribal area?
- How to ensure people's participation in any measure which you have suggested?

(250 Words) (20 Marks)

Ans: Above mentioned case is of belief of tribal people in superstitions while DM (District Magistrate) i.e. I, is facing an uphill task of instilling rationality in people without interfering much and contribute to progress of tribal society.

a) How to proceed?

To remove superstition → Change in any tribal society should not be radical. As it is based on their identity, it should be gradual. Therefore, it should start with education. In this direction Eklanya Residential school should be built in locality, if not there, If there, improve infrastructure & quality, (children will

Remarks

2
 Avoid such
 exhaustive
 way of
 writing.

gain knowledge & rationality. They will tell their families about science behind various practices & natural disaster phenomenon. Panchayats should be used for awareness. Also, various shows like street show including NGO, local people to aware tribal people.

- b) Change & progress in tribals do not need to come at cost of local traditions because →
- it is a part of their identity.
 - By removing local traditions → (assimilationist approach) → it will lead to boomerang effect → will see me and others as outsider → will bounce back → will promote Naxalism.

So all should come with caution.

Also, diversity of cultural tradition is peculiarity of India. So integrationist approach should be followed.

- c) How to win trust of people?
 By field visits, night stays, inter-

2½

Remarks

acting with people, facts can be gathered. It will establish a rapport between civil servant and people.

Also, interaction should be held under
 * Tribal authorities | Panchayat | local popular leader. It will allay fear / apprehensions of public.

- Supporting social infrastructure like health, education.

d) People participation is mandatory for any measure →

it will add to prestige of people and allay their apprehensions

- more representative plans
- people will accept responsibility

How to increase people participation?

- Explain them of any plans and gain their support with help of local opinion leader
- Help of NGOs who are already respected can be taken.
- TRIFED → market tribal products
- proper rehabilitation & compensation plan.

Remarks

Make govt. accessible to them

Q14. You are CEO of a company, which is involved in manufacturing of large-scale copper products. It has created good employment opportunity for the locals. But the local residents are not happy with the management of the company and big group of local residents are protesting continuously. They are demanding closer of the plant as factory discharge is contaminating the local water sources.

Your father is a senior IAS officer placed in the concerned Ministry. He is influential and very well networked. Company's management is pushing you to manage the situation and local authority through your father, as putting high quality production facility in plant will increase the cost of production, and company may lose market share in terms of sales if cost goes high. Based on the above situation answer the following questions:

- What are the options available to you?
- Discuss merits & demerits of each option.
- What will be your final call? Justify.

(250 Words) (20 Marks)

Ans: Above stated case is of a large scale company which is being protested by local residents citing environmental concerns, even after employment potential of company. So, the concern is real. As I, CEO of company facing dilemma whether to ask for help from my father senior IAS officer in concerned Ministry or close company or other options like :-

a) Various options available to me :-

→ Continue operating company without paying heed to demands of local residents
Merit → Production will continue → More profits → financial gain. Also economy of country will gain with copper products and employment of locals.

Remarks

Demerit → Environmental harm → ultimately harm social, economic political Capital of country, starting from health of local residents. Sooner or later, local residents protest will become violent and it will damage life and property of money.

So next option to deal with protest of public is to control them by local police.

However, some elements (disturbing) can vitriolate the atmosphere and there can be conflicts between Police & Public. More damage to life and property.

Another option is to manage situation with the help of my father in concerned Minis as senior IAS officer to manage pressure.

Merit → It will increase my position, respect in company.

— Company will continue without any damage to my position.

Demerit → Protests can again erupt.

Also, environmental harm will continue. Conflict of interest, is there on part of father.

Remarks

c) My final call will depend on my process undertaken.

- First, we recognise the whole issue.
- Facts have to be collected.
- Meetings have to be arranged.

First with local resident and listen to their concerns and add to facts if provided by them with supporting evidences.

Local NGOs can also be represented.

Next, meeting with board member of company to gain insights from them.

Also, insights from my father as he is more experience to how deal with this situation can be taken.

- Finally, a call has to be taken where personal interest/profits should take a backseat.

Environmental harm if proved, should lead to closure of company. In this way, local residents fear can be allayed and at the same time, some site away from residential area can be selected after addressing concerns (environmental), holistically.

Remarks

Need to comply with existing norm of environment

Q15. You are head of a charitable trust that takes care of education, clothing, food & other basic needs of children from marginal community. Your organization also offers health services to the members of weaker section. You find it difficult to serve qualitatively because of the crunch of funds. Trust runs on donations and contributions from donors only. There is a regular fall in contribution from several imminent persons who were prime donors previously. Now you have decided to go for small advertisement to get donation for the good cause. Response is not very encouraging, however, a prominent local politician with a criminal record offers a hefty donation. The options available are:

- Take donation from that politician.
- Reject offer of that politician as his track record is poor.
- Ask him to directly assist to those who are in need.
- Reduce your operational scale to affordable level, so that you can sustain charitable work.

Analyse each option with its consequences.

(250 Words) (20 Marks)

Ans: Given case is regarding a charitable trust which provides basic needs for children from marginal community. Also, facing fund crunch, head of trust is facing dilemma whether to accept donation from local politician with criminal record or not. Analysing various options available:

a) Take donation from that politician →

As trust is doing a commendable work. For that to continue, it needs funds. However, funds from donation are on decline. In these circumstances, taking donation from local politician will help trust to continue, provide basic needs to children

Remarks

from marginal community. But, at the same time, it is not to be overlooked that local politician is from criminal background, it will lead to various consequences like forcing trust and their staff or childrens' families to vote for him.

Also, maybe he is placing money from criminal proceeds in form of donation. Accepting donation will be like indirectly supporting him.

b) Reject offer →

By rejecting offer of local politician, it will help avoid influence of that politician in future as trust will not be under any obligation to help politician pursue political aspirations.

Also, maybe money from criminal proceed will be not be allowed to enter in trust.

However, rejecting offer will lead to trust facing fund crunch and will not be able to continue in future.

c) Asking him directly assist those in need.

Remarks

Discuss
pros
&
cons
of
each
part
separately

- To donate is one's own prerogative. It should come from within. So, it will be politicians own choice to ~~do~~ help or not. However, by offering advice on humanitarian grounds is good but here, money of politician is good or bad is not clear, so it is better to leave it on politician.

prerogative
re

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d) Reduce operational work to sustain.

It will be possible to manage trust affairs with this option. However at some time, an advertisement / promotion is required to increase donation. Local people interactions and awareness should be increased.

Also, if politician wants to donate ~~half~~ money, he can do so if he provides proceeds of that amount that they are really from his own property and not criminal affairs.

He can do so by using some authentic means of transfer.

Remarks

Q16. You are a District Collector. A seven-year boy has been killed in a school. Parents are angry and protesting. They have blocked the traffic and want speedy action. Parents are scared as it happened during the school hours. They also want tough action against school administration. Few parents don't want to send their children to same school. They tried admission in different schools but all of them have been denied admission. Now, few parents seek help from administration for admission of their children at different places. They don't want to send their children to same school where a boy has been killed. It is harming their children's study as examination is approaching. What are the options before you as District Collector to address the concerns of the parents?

(250 Words) (20 Marks)

Ans: The above mentioned case find relevance in wake of recent violent acts in many schools in country. In this case, a 7yr old child has been killed. Parents are apprehensive of safety of their wards and not ready to send back their children in some schools & other schools not giving admissions. So, a chaos / difficult situation has erupted in front of me as District Collector and administration. Various options available are:

a) Leave matter upto school administration and parents →

Merit - To send children to school → personal choice, also mental incorquency will not be there in my mind.

Demerit → Parents protesting → traffic blocked. So, it is part of my

Remarks

duty to administer a district. So this option is not viable.

b) Another option is to use force → public for removal from protesting.

Merit → clear traffic

→ administration restored

Demerit → use of force → not advised in democracy

→ Apprehensions of public will be increased.

c) Forcing schools to admit different students

Merit → will allay apprehensions of people / families.

Demerit → Against freedom of profession / business → forcing them.

Also, any act of violence can't be ruled out by simply shifting from one school to another.

d) Best course of action is to act according to situation:

First, meet with protesting ~~and~~ parents and reduce their apprehensions that speedy action will certainly be taken by assuring them. Proper security should be there

At least make one line sentence

How would it benefit children

Remarks

at the site as this is an emotive situation. Also; at the spot, meet with SP of District in front of parents to look into matter personally and solve case accordingly and speedily.

Then, District Education Officer and I should conduct meeting with alleged School administration and enquire about alleged breaches in security.

Accordingly, meeting with frightened parents should be arranged so that they be made aware about ground situation that untoward incidence can occur at any place. However, school administration should be cautious. Culprits will not be spared.

School should issue an unconditional apology with assurance of heightened security. This will lead to allaying of apprehensions of families and send their words back to school. Even if they want words shift to other schools, then other school Principals can be requested in my presence. Ultimately, it will be their call.

Remarks

Q17. As a young IAS officer, you have been posted as the Sub-Divisional Magistrate in a remote area. You have found that schools, road connectivity, community halls are not in good conditions. You know that allocated budget is not sufficient and also the whole process of getting nod from higher authority is time consuming. You have found an alternative to do it through public participation. Mention the steps you will follow in this case and justify each step. (250 Words) (20 Marks)

Ans: As above mentioned case is mostly occurred in many districts of our country because of various layers, bureaucratic hurdles, fund crunch and plans from above. As SDM (Sub-Divisional Magistrate) in area, development works → infrastructure whether physical or social have to be undertaken within various limits and challenges as stated above. However, it can be tackled efficiently with public participation because →

- grassroot level plans → more representative of needs of local people
- they will feel responsible, as they will also participate
- will increase transparency and accountability
- funds donation from local people
- Social audit can also be undertaken

However, it should be according to some

Remarks

- planned process, gradually, step-wise.
- Firstly, a meeting with local workers, Panchayat, Gram Sabha, NGOs to be taken to get acquainted with ground realities and ask them to prepare plan accordingly.
- Secondly, Ask higher authorities to speed up process of releasing funds, grants for developmental process.
- Third, Plans should be presented to expert to correct any fault and provide their inputs which need to be cross-checked ultimately be resident.
- Fourth, Dashboard in Panchayat which will indicate progress to all people.
- Fifth, donations if any. Also, meet with MP/MLA under MPLADS scheme for their inputs.
- Sixth, start work according to plan.

Remarks

Social audit should also be undertaken. For works, local people should be enrolled upto maximum extent to improve their conditions by employment.

Finally, maintenance work should be taken up from time to time. Sarpanch / other authority will keep monitoring and inform higher officials and me from time to time.

In this way, people participation can be achieved and developmental works will be undertaken step-by-step.

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Good approach

Remarks