

# GS SCORE

TEST - 03

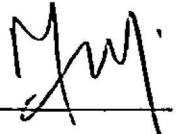
## ETHICS, INTEGRITY AND APTITUDE

Time Allowed: 3 hrs.

Max. Marks: 250

Q.	Marks	Instructions to Candidate
1.		<ul style="list-style-type: none"> <li>• There are 17 questions.</li> <li>• All questions are compulsory</li> <li>• The number of marks carried by a question/part is indicated against it.</li> <li>• Content of the answer is more important than its length.</li> <li>• Answers must be written in the space provided.</li> </ul> <p>Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.</p> <p>(Note: In Section A, Q.No. 3 and 11 carry 20 marks each and word limit is 250 words each. All other Questions in Section A carry 10 marks each and word limit is 150 words each.)</p>
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95

1. Invigilator Signature 

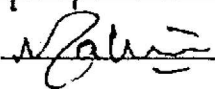
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Name MATTHEWS M

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

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

Date \_\_\_\_\_

Signature 

## Section - A

1. Humility is the mother of all virtues, purity, charity and obedience. Comment. Do you consider yourself humble? How can you prepare yourself to become more humble?  
(150 Words) (10 Marks)

Humility refers to the quality of being humble. It is the antithesis of pride. It involves elements like being down to earth, acknowledging the external factors involved in our achievements, etc.

Mother of all virtues

Humility is not merely a virtue in itself, but creates a cascade of other virtues.

Purity → Humility ensures an individual to keep away from vices, ensuring purity of mind and body.

Charity → Humility helps one realize misfortune can strike anyone even oneself, and hence promotes a conscience of giving back to society.

Obedience → Humility brings self-awareness on our limitations, and recognises the value in obeying our superiors & elders.

Remarks

~~As an individual, I am aware~~

Better assess your humility clearly

As an individual, I am aware that pride often manifests itself, especially in moments of success. I often ignore the people contributing by the very same, leading to a lack of humility.

To overcome this, I try to

- Take a holistic view of my life, where everyday people support my wellbeing.
- I recognize that most of my blessings are unearned, and is a factor of luck.
- Recognise and try to help those not fortunate.
- Appreciate the people and events around around me.
- Speak as little as possible of yourself
- Refrain from interfering in others' life

3 1/2

2. Why is there a conflict between religion and rationality? Which of them is a better guide for the promotion of morality in society? Is being rational also being just and fair?  
(150 Words) (10 Marks)

Contemporary thinking is that religion and rationality are contradictory

**Religion** is a metaphysical belief which helps guide a moral life. It involves a matter of faith and fear of divine sanction or promise of reward.

**Rationality** dictates choice based on reason and objectivity.

It is hard to blindly believe in ~~an~~ religious tenets or spiritually, since much of it cannot be scientifically proven.

**Better Guide** :

→ Rationality is a better choice in public service because it leads to consistent and justifiable solutions. It is also secular and has

Remarks

Well defined both aspect

value in multicultural societies like India.

→ But Religion is misinterpreted as superstition and miracles. Its philosophical and social values are ignored.

Hence the spirituality of religion must temper the bluntness of rationality.

Is rational just a fair?

→ In day to day administration, rationality often promotes justice and fairness because it emphasizes on justifiability, promoting accountability.

But sometimes, justice and fairness requires going beyond it. Example, affirmative action is against the rationality of competition, merit and efficiency. But it is fair and just.

3. Mob violence, also referred to as "Mob Justice" highlights a striking paradox - it approves the dispensation of justice by people, who usurp the authority of constitutional bodies and apply a process they define as speedy. Answer the following questions related to it:

- (a) Do you see the principles of justice being followed in the 'Mob Justice'?
- (b) How is it interrelated with the attitude of society?
- (c) Analyze why the incidences of Mob Justice have increased in recent days.

(250 Words) (20 Marks)

Mob violence has increased in the recent years, with more than 100 cases registered in last 4 years. Many innocent victims like Pehlu Khan, Dadri victim, etc have lost their lives.

a) Principles of justice in Mob justice

→ It is based on 'retaliatory justice'. For example, mobs lynching child abductor or rapists.

→ It aims to give 'proportional justice' to their crimes. For example, eating beef is sacrilege and hence deserves ~~that~~ punishment.

→ 'Instant justice' where courts delay or police inefficiency is not affected.

Remarks

→ 'Democratic justice' where the people themselves judge the crimes and punishments like in ancient times

However, it is clearly a flawed sense of justice because

→ 'Speedy justice' ignores basic channels of defence for the victims

It ignores possibility of errors

It was clearly demonstrated in cases of misinformation on social media leading to lynching

→ 'Retaliation' is no longer considered a valid reason in modern society

→ Proportionality is disproven because the law of land, constitution safeguards, values, etc are ignored

b) ATTITUDE of SOCIETY:

→ lack of respect/trust in rule of law ⇒ Cognitive factor

Remarks

Sound analysis

3

→ It reflects maturity <sup>level</sup> of society

GS SCORE

1/2 → Behavioural factor - People now seem to believe their right not to get offended is more valuable than right to life & liberty of others.

→ Affective factor ⇒ Mobs have low emotional maturity and lack of action by police encourages it.

Why incidents have increased

→ Misinformation campaigns on social media

→ No deterrence because the law enforcement is ineffective

→ Huge delays in courts leading to lack of faith

→ Poor leadership, with some party leaders encouraging it

These need resolute efforts, based on awareness generation and deterrent law enforcement.

2

Remarks



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

As the head of a disaster management team, effective delivery of essentials takes prime importance

COMMENT ON PERFORMANCE

Here, the subordinate was not able to handle the assigned task properly. This shows:

1) Personal failures of the subordinate

↳ Competence inadequacy

↳ Poor collaboration. In case of failure he/she should have asked for help/support

↳ Failed the trust of superior

↳ Failed in an emergency faced by society, showing low emotional intelligence.

2) Organisational failures

- As the head, I should have been

Remarks

Good analysis

able to assess the abilities of junior & in case it was adequate, I should have arranged capacity building.

→ I should have ensured a backup solution in such critical moments.

Therefore a balanced approach is required while criticising.

**Precautions**

→ Analyse the events, and find out where the failures occurred. It could be because of supply chain, wrong prioritisation, or irresponsible behaviour, etc.

→ Criticise the officer for his individual failures with a view to ① Improve future performance ② Deter incompetence.

→ ~~Also~~ Make sure sincere efforts are appreciated, so as to prevent demoralization, which would be a loss to organisation as a whole.

Criticism should be related to specific fact

Do it in private space.

3/2

5. Too many of us are not living our dreams because we are living our fears. What is your dream and the biggest fear of your life? What steps have you taken to achieve your dream while overcoming your fear? (150 Words) (10 Marks)

Albert Einstein famously said that there is no recipe of success, but there is a recipe of failure → living in fear of failure.

Fear is a survival emotion which helped evolution by preventing risky life threatening endeavours. However, now it often delays our dreams, because:

- 1) Ego defence, preventing humiliation in case of failure.
  - 2) Lack of self confidence
  - 3) Belief in inevitable & fatalism
- (elaborate these all in brief)

### DREAM & FEAR

My dream is to have a happy fulfilling life, where my skills will help not just me, but the society & well. In whatever field, I dream of achieving the best I possibly can, a sense of self-actualization.

My biggest fear is disappointing the people who place their trust in me

STEPS TAKEN

→ I acknowledge my own personal limitations, and the fact that many times external factors prevent achieving dreams. These may/may not be in our control

~~But~~ Therefore, disappointing people is always present at any level of achievement, from Prime Minister fear disappointing others.

→ Instead I focus on motivating myself, acknowledging the risk but realising the rewards are worth it.

→ I aim to improve myself on each failure, knowing that with perseverance & resilience, time is on my side, and success will be inevitable.

3/2

Better way to overcome your fear is to do that thing what starts you.

Remarks

6. How does culture influence conformity, compliance, and obedience? Argue and illustrate. (150 Words) (10 Marks)

Culture shapes all aspects of human life, and is an irreducible social good. It is a confluence of religion, customs, traditions, etc which is a product of history, geography and social formation. Good intro

It influences: conformity,

compliance and obedience.

Reasons

→ Culture creates values which subconsciously regulates behaviour  
 eg: A man from conservative rural backgrounds may not appreciate western dressing style.

→ Culture involves social acceptance and social sanctions.

→ Peer pressure may coerce even the unwilling into conformity.

→ Self-identity is shaped through subjectivity, forming an internal

Substo  
initiat

these  
through  
encomp

01

Remarks

locii of control → Make it clear

Example:

A caste panchayat may deem intercaste marriages as against culture. A parents of the couple are forced into compliance, conformity and obedience.

This has positive effects like discouraging anti-social behaviour.

However, it may also prevent liberty, equality and social justice.

7. You have just been hired as a divorce mediator by a local law firm. What two things would you do to reduce the conflict between opposing spouses?

(150 Words) (10 Marks)

Instead of divorce explain mediation

Divorce is a disease plaguing contemporary society due to several factors like urbanisation, breakdown of joint family system, increased awareness of rights among women etc.

- However, it leads to:
- 1) Uncertain future for children.
  - 2) Loss of time and energy wasted on spouse.
  - 3) Breakdown of trust, etc.

Better discuss features of a mediator

~~Steps~~  
For reducing the conflict, I will:

- 1) Try to identify the points of difference. Often it is a case of emotional poor emotional intelligence and maladjustment with family life. Sometimes it is due to

Remarks

personality disorders, like suspicious nature, dominating/controlling behavior etc. It may even be pathological factors like domestic violence.

⇒ If the reason is identified clearly, solutions can also be identified.

2) Provide counselling

→ Encourage the couple to express their issues to each other.

→ Often, emotional issues can be solved with behavioural changes.

Since it involves the future of a family, the couple must be given a chance to reconcile as long as the problem is not illegal and pathological.

Systemic analysis of ways to mediate conflict



8. Discuss the difference between the term in the following pairs:

- (a) Values and Beliefs
- (b) Honesty and loyalty

(150 Words) (10 Marks)

Values are reflected in way we live our lives.

a) VALUES are defined as a concept of the desirable, with a motivating force. It is a quality which is considered valuable by the individual and society.  
eg: Honesty is a value.

Belief is a subjective thought which an individual is convinced in.

eg: Raju believes honesty is the best policy.

However the difference is that belief is no guarantee of a value while 'value' is.

eg: Jimmy believes honesty is irrational.

b) Honesty refers to the quality of being truthful. It is a consistent commitment to not lie.

Remarks

Truth is upheld in honesty

1/2

LOYALTY refers to a commitment to a cause, individual or organisation.

eg. IAS officers are expected to be loyal to government;

~~Difference is that~~

Loyalty is mostly involves honesty, but not necessarily.

For example, whistleblowers are considered disloyal for breaking secrecy laws but are honest.

This is due to a conflict in definition of loyalty, which can be to the family, society or a company.

9. Your sister recently had twins and wants to raise them to have a tolerant and accepting attitudes towards people from different backgrounds. What advice would you give to her? (150 Words) (10 Marks)

Tolerance involves in accepting ideas which may be contradictory to our own. It is essential component of attitude in a whole living in a democracy. Good

**ADVICE**: Explain acceptance also in

→ Teach that truth is subjective and multidimensional

→ Different people may have different paths to it, and some may be wrong. Yet, a constant debate is required - so that our own standards are judged.

→ Set a good example as a role model by respecting cultural uniqueness/practices.

→ Encourage debate so that rationalism and critical thinking are promoted.

Remarks

→ Inculcate values of peace, respect for rule of law, social justice, etc. Empathy and thinking from different perspectives is essential for social skills.

Thus, a multiculturalist attitude can be inculcated through effective socialization of values.

Add on:

- Expose child to different culture
- Respond to negative remarks, etc.

Remarks

10. Can you recall instances when stress has had a beneficial effect? Do you believe that you have the traits of resilience? (150 Words) (10 Marks)

Stress is inherently a psychological phenomena which puts an undue strain on mind and body of an individual. It can be due to work, family or even internal factors like <sup>God into</sup> dissatisfaction.

Despite its ~~negative~~ <sup>negative</sup> ~~consequences~~ <sup>consequences</sup> it has a ~~pos~~ beneficial effect.   
 → In college I was in the football team as a goalkeeper. During a penalty shootout, incredible stress takes over the players minds. But it increases blood flow, enabling split second reflexes. Essentially stress helps in fight, flight and fight.

**RESILIENCE** is the ability to withstand adversity and stress ~~stress~~ <sup>stress</sup> case. Adversity leads to stress and it in turn damages efficient and happy living in the

Highlight more advantages of stress like it enables one to tolerate

Remarks

1. adapt life's difficulties.

long term, and hence resilience is essential.

Yes I believe I ~~have~~ am a resilient, but it is always a matter of degree. Experience and knowledge helps build it along with fortitude and attitudinal changes. But effective stress management is essential along with self capacity building.

Substantiated it through examples

3

Remarks

11. Tobacco smoking is considered to be a fashion and an addiction too, which has an established relation with the cancer. The Government has recently decided that 85 per cent a cigarette packet should display a pictorial cancer warning, which the tobacco companies opposed and appealed in the court. But, the court upheld the decision of the government.

- (a) Do you think that such a display warning on the packet acts as a deterrent to cigarette smoking?
- (b) What are the other ways by which change in attitude and preferences can be brought in people who smoke out of fashion or addiction?
- (c) What is the use of prohibiting smoking if it generates revenue on one hand and gives choice and freedom to people to enjoy their lives as they wish? Do you agree? Give reasons.

(250 Words) (20 Marks)

WHO, ~~the~~ Lancet and doctors worldwide have called for restricting cigarette usage because of its cancer causing properties.

2) ~~As~~ Display warning on the packet will act as a deterrent because

① Research has shown that such warnings remove the 'fashion' image and remove and brand style.

② Reminds people constantly to work on kicking the habit.

③ Scare tactic ~~on~~ <sup>using</sup> the grievous end results.

However, it will have challenges like

① Sale of individual/loose cigarettes

Remarks

Good  
analysis

- ② Bids and others not affected
- ③ Youth are easily misled by media & celebrities using it in movies
- ④ It rewires the dopamine centres of the brain, making overcoming addiction highly difficult -

## b) CHANGE IN ATTITUDE:

### 1) Media:

Presently a warning is displayed in movies, but most don't take it seriously. Instead of movie characters themselves take a stand against it, it will change social values, or at least ban it altogether.

### 2) FAMILY:

Since it is highly difficult to overcome, support from family is essential.

### 3) ECONOMIC COSTS:

Increase deterrence by increase in tax and use it on deaddiction programmes.

Remarks



e) Publicise deaddiction centres and engage politicians & celebrities to break the taboo,

c) Smoking has some utilitarian justifications like

- ① Element of individual's freedom in a democracy
- ② Revenue source, which can be used for social welfare.
- ③ ~~Fort~~

However, it is unjustifiable because

1) Duty of state is to ensure a healthy life for all. Smoking ~~is~~ clearly is harmful and can be treated on par with poisons or hazardous material, which are controlled.

2) Smoking affects systemic and family too through passive smoking. It is duty of state to protect them.

~~Hence, revenue and free~~  
3) Revenue gained is nothing compared to revenue lost through lost health expenses, hence unjustified.

Remarks

Good analysis of each option

9

## Section - B

In the following questions carefully study the cases presented and answer the questions that follow:

12. You are a senior officer in the electricity department of a state which has power shortage. You notice that your minister has prevailed upon the department in allocation of power supply to different districts in an arbitrary manner. The senior most officer of the department is helping the minister in this objective. Some of the districts have 24 hour power supply whereas some have 6 to 10 hours power cuts. In a visit to a particular district, you notice that some people are not getting even drinking water, because of inadequate power supply. After returning back to state headquarter, you raised the issue with your senior officer and the minister. They asked you to propose a rational solution for the problem.

- (a) What are the options available to you?
- (b) Evaluate the merits/demerits of each option and finally suggest the best course of action. Give reasons.

(250 Words) (20 Marks)

As the senior officer of the electricity department, it is my duty to ensure adequate power to all. Earlier, it was done arbitrarily but now there is a chance to reform.

a) OPTIONS

- ① Conduct a study on the power requirements and identify bottlenecks & inefficiencies
- ② Propose a scheme which prioritises equitable sharing, ~~with a view to~~ prevent situations like water shortage
- ③ Prioritise the urban centres and

Remarks

economic hubs of the state -

(4) Put in place a transparent decisionmaking structure to promote accountability ~~transp~~

**ANALYSIS** :

Senior & Minister can be requested for preferential treatment for stoppage

1) Conduct a study

Merit :

→ It helps identify long-term solutions to problem

Demerit

→ Takes a long time

→ Does not necessitate followup action

2) Call for equitable sharing :

Merit :

→ Prevents shortage of necessities

→ Helps promote quality of life

→ Prevent popular discontent

Demerit :

→ Urban areas which houses sensitive industries like IT, etc need 24x7 power

Remarks

→ Urban consumers with control of social media can use it against administration.

### 3) Priorities economic centres

#### Merit

→ Shows up economic balance of state which can be used for investment.

#### Demerit

→ Unjust as essential supplies are disrupted.

### 4) Transparent Decision making

#### Merit

→ Prevents future failures is an essential reform.

#### Demerit

→ Systemic changes are highly complex & time consuming.

### Course of Action

→ Commission the study.

→ Ensure the deprived areas are supplied immediately.

→ Promote rational use, with load shedding periods for all areas.

→ Use the study for reforming governance.

Remarks

Good analysis of each option.

9

13. The general elections are in progress and you have been appointed as a sector magistrate to oversee the free, fair, and peaceful conduct of elections in a sector which has 10 polling stations. In course of your tour, you notice a powerful minister moving to various polling stations with lethal weapons. He is accompanied with anti-social elements. The people moving with the minister are intimidating the voters of Scheduled Caste to not go to polling stations to vote. One of the supporters of the minister warns you on your mobile phone that it would be better if you do not interfere and avoid a confrontation with the minister.

What will you do in such a situation? Some of the options are given below. Evaluate the merits and demerits of these options and finally suggest what course of action you would take giving reasons.

- Arrest the minister along with his supporters and seize his arms, ammunition and vehicles, and immediately file a criminal case in the local police station.
- Inform the election control room and seek police reinforcement with instructions regarding what to do.
- Go to the villages inhabited by members of the Scheduled Caste and help them to cast their votes by arranging vehicles.
- Inform the election observer and other senior authorities and seek their help and guidance. Till then, try to avoid a confrontation with the minister.
- Ignore the minister and his supporters with the hope that they might get caught if they created any disturbance in the polling stations, as every polling station has a static arm picket has been stationed.

(250 Words) (20 Marks)

As the sector magistrate, it is my duty to ensure free and fair elections. It is an absolute necessity in a democracy, and criminalisation is a bane which affects not merely politics, but also economy and the very attitudes of the society itself. Therefore, it is clear that it has to be combatted.

Remarks

OPTIONS

a) Arrest the minister & file criminal case immediately

Merits:

- It is ethical and in accordance to justice
- De-terrence for future perpetrators
- Restores faith of people in democracy
- Courage is a virtue
- In accordance to my duty as an officer

Demerits

- High probability of violence
- Threat to life and job

b) Inform election control room & seek police reinforcement

Merits

- Perseverance is the better part of valour
- Smart performance of duty
- Justice will be served
- Ethical

Demerits

- Delayed response
- Not visible justice

Remarks

Need to have massive manpower to arrest them all

c) Mobilise SC voters & arrange for transportation

Meant:

- Helps SCs stand up against things
- Gives fair chance to all for elections

Demerit:

- Minister will still intimidate
- Probably violence
- Knowingly putting them in harm's way

d) Inform election observers & senior & wait

Meant:

- It is a smart choice, with sound performance of duty.

Demerit:

- Doubtful justice - Conscience to wait when injustice happens

e) Ignore and hope for the best

Meant:

- Self preservation

Demerit:

- Complete abandonment of duty, courage, and justice

COURSE OF ACTION

- Inform election control room & observers
- Request police reinforcement
- Arrange SC voters transport
- File criminal case against minister

Remarks

14. Public utilities and spaces in India are in bad shape. Roads, water supply, street lighting, market cleanliness, railway stations, parks, community centers, public toilets, rivers and ponds are considered sole responsibility of the government to maintain without charging anything. People consider that they have rights to better public utilities and public spaces solely on the basis of government's ability to provide them.

- (a) What are major possible options in this regard? Identify limitations of each competing options.
- (b) What should be an ideal way to manage the quality of public utilities and public spaces in a populous country like India? (250 Words) (20 Marks)

Effective delivery of public utilities is one of the primary duties of the government and a justification for taxation. However, the libertarian rights based attitudes of people seem to forget that rights are a reward for the performance of duties.

a) OPTIONS

1) Introduce laws mandating duty of public to keep public-spaces clean. Introduce fines for littering, spilling etc.

Limitations:

- Coercive mechanism
- No guaranteed attitude change
- Poor implementation. Fines for spilling have been in existence for a long time but poorly enforced.

To get it succeed it requires awareness among people first

Remarks



- 2) Awareness programmes to generate a sense of civic responsibility
- Engage media, social media, celebrities and politician
  - leverage schemes like Swachh Bharat & Sunder Bharat.

Limitations:

- No compulsion. In India, voluntary respect for law is low, as seen in flagrant violation of traffic laws.
- No accountability & enforceability among administrators.

- 3) Increase taxes and user charges
- use it to provide better service

Limit:

- Not a sustainable solution.
- Taxes create discontent & politicians may not be inclined.
- Anti-social citizens will continue to abuse the systems, vandalise boards etc.

It has to be affordable for all.

## b) IDEAL WAY

Since the social and administrative situation of India is highly complex the solutions must be multifaceted.

### 1) Awareness creation

- Ensuring people know their duties
- Loss of public space is a loss for all.
- Understand it as their own tax money which is used.
- Create a sense of ownership

### 2) Capacity building for better service delivery

- Outsourcing maintenance to private groups for efficiency and cost effectiveness.

### 3) Legal measures & enforcement to deter the anti-social elements

### 4) Rationalise user charges of public utilities.

Remarks

15. You are the head of a disaster management team that has been assigned with the work of rescuing and rehabilitating thousands of people 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 firsthand 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 the given situation.

- (a) What are the options before you to deal with this crisis?  
 (b) Evaluate the merits/demerits of each option and suggest the best course of action. Give reasons. (250 Words) (20 Marks)

Disasters like floods cause untold suffering, along with loss of life and livelihood. Public servants' effectiveness is expected in such moments.

As the head of disaster control team, I have several options:

### OPTIONS:

- 1) Accept the suspension of officials and continue with other workers
- 2) Oppose the suspension since it is on selfish interest, and threaten ~~resignation~~.
- 3) Resign from post to show opposition
- 4) Consider a balanced option, with priority being effective containment of disaster.

Remarks

b) EVALUATION :

① Accept the suspension & continue

Merit

- Prioritises the disaster
- Prevents personal conflicts with politicians

Demerit

- Unjust to suspended officials
- Denies their service to flood victims
- Demoralization can hamper work of team

Good

② Oppose the suspension

Merit

- Justice to suspended official
- Morale boost to team

Demerit

- No guarantee of revocation of action
- Delays disaster control (✖)
- Personal conflict with Minister & politicians when efficient team work is critical

Remarks

### ③ Resign Meat

- Show of solidarity
- May ensure public  
Demeanor

It does not  
sound good.

→ Ignores the flood victims & is  
an abandonment of duty. Such  
critical moments are not time  
for symbolism and drama.

### ④ BEST COURSE OF ACTION

- 81/2
- Need a balanced approach.
  - While the action of minister  
was unjustifiable, work cannot  
be stopped.
  - Must rally the team to ensure  
delivary of services & disaster  
contortment. Guarantee action to  
defend the official.
  - At the same time, send a  
report on the necessity of the  
suspended official in management  
& how their expertise is invaluable.
  - Engage the local politicians, who  
can use their influence & manpower  
to help with disaster relief.

16. You are the head of an organization which has a large public interface. One day an old man approaches you and complain that an Assistant in charge of Old Age Pension Scheme is demanding Rs. 100 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, are harassed. You get 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 you would adopt, giving reasons.  
 (250 Words) (20 Marks)

A work culture where integrity, honesty and efficiency are promoted is invaluable for public service.

Here, as the head of the organisation, it is my duty to ensure bribery & other immoral practices are eliminated.

a) OPTIONS

- ① Conduct a study to understand the depth of the problem. submit report to seniors
- ② Punish the Assistant to set an example.
- ③ Conduct awareness campaign to inchoat ethical behaviour
- ④ Bring systemic reforms setting up complaint boxes, audits, camera, etc.

Good

Remarks

## b) EVALUATION :

### ① Conduct a study; submit report

#### Merits :

- Permits effective long term solution
- Understand how pervasive the issue
- Good basis for systemic reform.

#### Demerits

- Uncertain outcomes. Report can be ignored.
- Time consuming, while bullying & harassment continues.

### ② Deterrence: Punish the Assistant & all other found

#### Merits :

- Legal & accountability measures are effective to restrict worst forms of behaviour → Precedent is set.

#### Demerits :

- Can face false charges, employee discontent, etc.
- ~~Can face~~ Illegality can just become more subtle & undetectable.
- Behavioural & attitudinal change uncertain.

Remarks

③ Awareness campaigns & training program

Merits:

- Ethical capacity building is essential for lasting change in attitude.
- Can transform work cultures.

Demerits:

- Not guaranteed results, when corruption mindset is entrenched.

④ Systemic reforms → audits, cameras, etc.

Merit:

- More deterrence.

Demerit:

- Creative corruption can subvert it.

Course of Action

- Conduct the study
- Put in systemic reforms immediately like camera. Make employees understand, bribery is unacceptable.
- Capacity building program must be put in place.
- Take legal action against the Assistant & demonstrate no-tolerance policy.

Good analysis of each option

9

Remarks

Some innovative measures like DBT should be used for such disbursement of funds



17. You are a Superintendent of Police and a huge protest is going on in front of your office. These protesters are Human Right activists. The protest is because of two consecutive incidents that happened in your district.

Case one: The city SP has received intelligence that bombs have been planted in various places in the city. The SP asked his team to conduct a massive search operation. After putting in strenuous hard work, the police team raided a house where two people with 2 kg of explosives and IED devices were found. The Police team immediately arrested them and brought them to the police station. Police started interrogating them about the whereabouts of the bombs and their plans. When they failed get any information from them, one of the Police Officer adopted third degree. Torture, in case of new criminals, often works. But one of them died during the process, as he failed to bear the pain of torture. Death in police custody became a big issue.

Case two: Recently communal riots occurred in your area and a few police constables got surrounded by a group, viewing the grave situation and a possible threat on life, one of them used a man as a human shield. They found it to be an easy way to escape. It could also save the life of other police constables. But while they were trying to escape, people started stone pelting and the person who was used as a human shield got badly injured. However, he was saved later by proper treatment.

Answer the following questions:

- Analyse the ethical dilemmas you will face as the SP in both of the above stated situations.
- Human Rights Activists are demanding action against the officials involved in both the cases. What will be your course of action?
- The Police Chief of State reaches to you and asks not to take any action, as it would bring down the morale of the police force. What will be your course of action?
- Can you justify the use of torture in the given circumstances?
- Would you justify using a human as a shield to save the lives of your colleagues?  
Give reasons.

(250 Words) (20 Marks)

a) ETHICAL DILEMMAS

1) Conflict between ends and means  
Torture & human shield are clearly unethical yet were used for ethical ends.

2) Conflict of duties. As the SP, I need to ensure the morale of the

Remarks

1/2 police force. But, defending human rights and ensuring justice is also present, which is part of my personal belief system too.

### b) Human Rights approach

→ Take action against officials

Merits:

1) It is unjustifiable to kill a man using torture when it is clearly legally mandated, Numerous Supreme Court cases point to it.

2) Sets a good precedent, preventing future violations.

3) Human shield was also unjustified as other options were present.

Demerits:

1) Low morale.

2) Senior's order.

### c) Organisational approach

→ Do not take action defend police men.

Merits:

→ Funding the bomb can game.

Remarks

Good

2

→ Both the cases were exceptional cases and were actions designed to save lives.

→ Intention of crime is absent here

2

Demand:

- People might lose faith in justice
- Poor precedent
- Supreme Court ~~is~~ admonishment guaranteed - case will be filed

Good

TORTURE

→ Often, Indian police find it difficult to solve crimes & criminals rarely confess voluntarily.

- Yet it is unjustifiable because:
  - ① Potential for misuse
  - ② Possibility of error
  - ③ Illegal in itself
  - ④ Can be overcome using better police evidence gathering psychological methods etc.

HUMAN SHIELD

→ Though intention is good, as Kant says, no man is to be merely a means for an end - Humans are an end in themselves.

→ In this case, the officers had other options like, using firearms non lethally, calling backup, etc. International conventions clearly prohibit this.

1

1 1/2

d) Need to discuss in given context or any

Remarks