

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> <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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1. Invigilator Signature



2. Invigilator Signature

Name MOHANA KRISHNA

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 is a desirable quality that entails lying low despite huge success. It involves keeping head to ground, no matter the heights of achievements of a person. It is about remembering appreciating roots of oneself, irrespective of accomplishments.

It enables all virtues of humanity such as purity, charity & obedience:

→ Purity - An individual with humility is not headstrong, is not hypocritical and stays with clear conscience.

→ Charity - It enables one to indulge in philanthropy as one is mindful of one's roots.

Eg: Bill Gates - philanthropy

Better focus on lifting out overall significance of

Humility rather than emphasizing these nee

Remarks

→ Obedience - A person with humility remains obedient to elders without an iota of success reaching head

Ex. Sachin Tendulkar taking inputs of his brother Ajit Tendulkar in last match of career.

MYSELF:

I consider myself humble as success did not change my personality, attitude and approach to life in anyway. A graduation in IT and a rank in UPSC - considered highest of achievements in present society - did not reach my head.

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PREPARING TO BE MORE HUMBLE:

- Learning from lives of great achievers like APJ Abdul Kalam - reading their biographies
- Constant assessment of where I am, why I am where I am, where I came from, where I wish to reach
- self-talk; achieve ability to look at myself from others' perspective.

Remarks

→ Try to talk as little as possible of yourself.

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)

Religion and Rationality are often considered to be anti-thetical. Religion is based on unquestioned faith and belief. It is more about emotion than reason/logic. On the other hand, Rationality is the quality of judging, based on sound logic.

Before Renaissance in medieval Italy, Religion has wider influence on society. With Renaissance, more emphasis has been laid on Reason/Rationality.

Better Guide to Morality :

Both of them can guide moral path.
One towards

Many religious values are moral precepts such

Good
int

Better
discuss
other
religion
of
Conflict
between
religion
&
Rationality

as respecting elders, doing duty without worrying
 about results (Nishkama Karma of Gita). Similarly

gandhi can teach humans not to harm others

- killing others is immoral.

However when one is to be chosen, morals

based on adequate reasoning are desirable than

one ^{based} on belief/faith.

RATIONALITY - JUST AND FAIR:

It is subjective dependency. Reason

suggests that one ~~is~~ ought to be heard

before punishing, giving rise to principles of rational

Good justice - Thus bringing fairness. But mere rationality

analysis (intellectual) without emotion can compromise fairness.

It may demand advantage to meritorious over

historically disadvantaged (Dalits) leading to injustice

3 1/2

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 Justice and vigilantism have become more recurring in recent times. They entail taking law into hands of self-proclaimed social moral guarantors.

(9)

Principles of justice - mob justice:

Mob Justice does not abide by principles of natural justice - as the accused is not given a chance of being heard. Further he/she may be punished without duly established process (Recognised under Article 21 of constitution).

Also mob justice is based on emotions.

Remarks

and passions over reason. It subverts Rule of law and fundamental rights of accused.

At times the punishment is violent undermining human rights. Further it may lead to death

- in which case principle of proportionality is not

well explained

3) adhered to.

Also the maxim of "Innocent until proven guilty" is given ago. Thus mob justice does not follow principles of justice

(b)

RELATION WITH SOCIETAL ATTITUDE

Prevalence of mob justice shows wide social acceptance as well as encouragement.

It highlights societal attitude of apathy towards

Rule of law and Constitutional safeguards. It

brings to focus social disregard for basic human rights and justice.

The social attitude of disregarding duty established authority and a culture of appreciation for such disregard is pronounced in mob justice. It reflects ^{of tolerance among} decrement of people.

(c)

REASONS FOR INCREASED INCIDENCES:

- Culture of disrespect, a parity towards rule of law.
- Disenchantment with slowly grinding wheels of formal criminal justice system.
- Culture of eulogising law-breakers
- NOT adequate action on one incident fuels another (⇒ sense of impunity)
- lack of any dedicated law to punish mob justice
- political support for many such actions

2

2/2

Good analysis of mob justice
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)

Public servants ought to be careful^{diligent} in their duty of programme implementation and seeing the needy. However leadership is more about employing emotional intelligence so as to send the desired message to subordinate without personal hurt.

Good intro

MY COMMENT:

I will flag on his poor handling of food grain distribution, at personal meeting. I will appraise him of importance of his role in effective disaster relief operations. I will also let him know consequences of his poor role handling.

In my comment, I seek reasons for his

under performance. I desist from any immediate action, for it can hamper whole disaster management efforts. But I will let him know in milder way that his performance will be watched closely further.

PRECAUTIONS WHILE CRITICISING SUBORDINATES

- ① Ensure his/her state of mind is in perfect condition when the mismanagement occurred due to dereliction of duty.
- ② Deploy emotional intelligence tactics to relieve them of their pain/agonies, if any.
- ③ Due care must be exercised to ensure comments/criticisms are not personal/gendered/racist.
- ④ Criticism should be constructive and should offer effective remedies.

This measure is not clear.

Remarks

He should be criticised for specific fact only.

5. You 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)

fears - real or perceived - are biggest obstacle to realisation of dreams. Materialising one's dreams require courage - of going beyond fears by confronting them.

How does fear hinder the dream?

MY DREAM:

To live in the minds and hearts of people of India, even decades after my death like great leaders of our country.

BIGGEST FEAR:

The path that I have chosen to fulfill my dream is public service through civil services - by being within the system, I can touch more lives than in any other way.

Remarks

However I feel that if I can not sustain mental and emotional pressure, apart from high social pressure in the exam preparation journey, it can be counterproductive. I feel about my future and dream in case I do not clear the civil services examination with desired service.

3½

STEPS I HAVE TAKEN

→ Daily self-talk and doing writing to constantly remind myself of my purpose and dream.

→ I am trying to make good use of fear - fear of failure as motivation to work harder.

→ Reminding my past achievements to develop necessary self-confidence.

→ Practising yoga and meditation to overcome pressure associated with my dream.

Remarks

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

Culture defines the social preferences in materialistic terms (dress, food etc.) as well as non-materialistic terms (values, norms) ~~too~~.
 Culture does had profound influence on conformity, compliance and obedience.

Good intro.

INFLUENCE ON CONFORMITY:

When a child repeatedly comes across certain behaviour by elders, he/she tends to conform to it. Also they tend to conform to actions that are socially rewarded & appreciated.

Ex: Indian culture values respecting elders.

Thus, children grown in Indian conditions are likely to conform to practice of respecting elders.

Remarks

INFLUENCE ON COMPLIANCE:

People tend to comply with cultural norms and cultural sanctions, for they may be facing social disapproval, otherwise they tend to comply by not indulging in acts that are culturally abhorrent

Eg: people complying the arranged marriage norms of society

Well analysed aspect

INFLUENCE ON OBEDIENCE:

Culture determines person's socialisation. And people tend to obey what culture expects them to (cultural norms). They abide by cultural values - material and non-material.

Eg: people living in rural areas tend not to dress up in western ways (in general)

4

Good

Remarks

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)

A divorce mediator job is one relationship

Reconciliation. It is one last chance to repair ^{one} issues in relationship; for a broken relationship is hard to be stuck again.

I ought to hear out patiently the reasons extended by spouses for claiming divorce. I shall go through the case in detail.

And I shall seek the help of my senior in case of need as I am a new hire. In all the cases, I will be mindful of my primary responsibility - repairing relationship.

one has to be impartial, integral, honest etc

TWO THINGS I WOULD DO:

① I will build a scenario for them. 20 years

Remarks

Your
 motive
 should
 be
 to figure
 out
 gaps
 between
 &
 try
 to
 bridge
 them

from now, how important the issues they have
 at present between them. Whether they accord
 the similar importance to these issues then.

I will remind them that relationships
 are hard to make, but easy to break.

② I will make them understand that divorce is
 not merely a matter of two individuals, but of
 two families. More importantly, their children
 tend to be adversely impacted by failed
 marriage - emotionally and psychologically. This will
 have a lasting impact on their future.

3

I will extend these two arguments
 to reduce their conflict. Every effort must be
 made to build a bridge of reconciliation, as even
 courts recognise the importance of it.

Remarks

8. Discuss the difference between the term in the following pairs:
- Values and Beliefs.
 - Honesty and loyalty

(150 Words) (10 Marks)

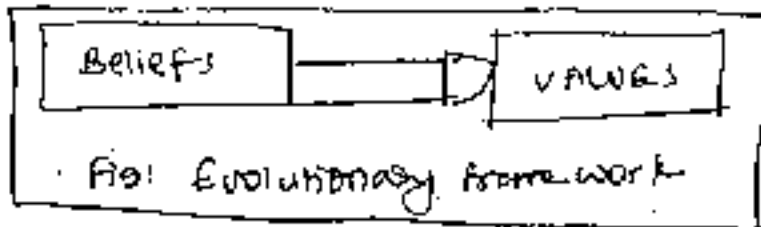
(a) Beliefs are ideas, viewpoints held by a person/group/society. They are formed from facts, history, mythology, fables etc. For individuals, they give hope (eg: one does not bog down easily if she believes that effort is more important than result). For a society, beliefs form basis of cultural group.
 - eg: beliefs associated with Hindu Dharma \Rightarrow Hindus.
values on the other hand are broad preferences of individual/society on what is good or bad, desirable or undesirable. They guide one's decisions and actions. They influence one's attitude and character. They form social expectations from individual. Eg. Gandhi considered

Good analysis

2

Remarks

Truth and non-violence as highest values



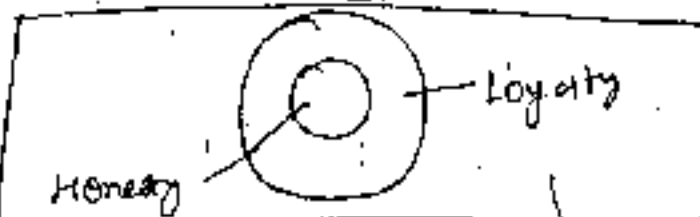
(b)

Honesty involves being truthful. It is a highly cherished value that includes speaking truth, not stealing etc. It is highly respected in many faiths like Buddhism, Jainism (five great vows).

Loyalty is about upholding trust held by another person. For example, being loyal to a life partner involves not indulging in any extra-marital affairs, betraying his/her trust.

Give example for both

Honesty is an essential component of loyalty. Honesty indicates trustworthiness of a person and so is fundamental to loyalty.



Don't and answer like this

Remarks

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 and acceptance of multiculturalism
 is foundation of pluralistic society and vibrant
democracy. Such qualities when nurtured from
formative age (childhood) will have lasting effect.

Need
to
discuss
both
these
values
in
brief

MY ADVICE TO SISTER:

→ Never indulge in derogatory & untoward
comments towards another section of society
in front of her children

→ Lead by example

Take them to different religious places of
 worship (Dargah, Church, Temple); Celebrate different
 religious festivals at home.

→ Teach them the virtues of tolerance and

Remarks

acceptance as well as the vices associated with not abiding by Dharma through historical examples or folklores.

Eg: ↳ Tolerance towards those questioning god like 'sant kabir' in Indian society

↳ Intolerance towards other faith - resulting in

Country partition in 1947.

→ Teach them the lives of great people who practised them. Eg: Abdul Kalam reading Gita

→ Involve them in team work associated sports

like cricket, football; let them participate in debates.

→ Bring them up in an environment where people of different backgrounds come together - (Or) -

constantly shift location of stay so that they

get intermingled with different cultures.

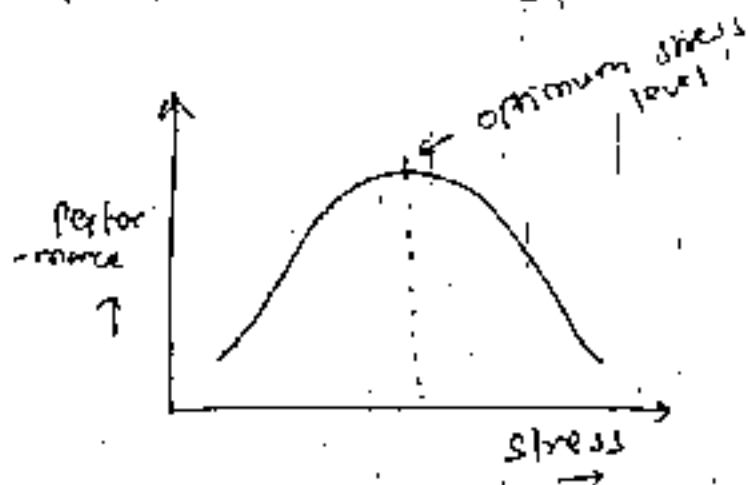
These acts can help rise a tolerant and democratic future citizenry.

Good suggestions

3

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 often associated with negative connotations. But stress in small proportions is desirable as it keeps one on toes and enhances performance. ^{Good intake}



Once stress reaches beyond optimum level, it becomes counter productive and is associated with all negatives - failure, low productivity, disturbed health.

Stress had always enabled ~~me~~ me to prepare and perform to the best of my abilities in exams like IIT-entrance and UPSC civil service.

Remarks

A fear of failure was my driving factor in sustained hardwork in long run. I never let it overtake me and my performance

TRAIT OF RESILIENCE:

Cite other instances too.

Explain resilience in brief

I believe I have certain degree of resilience. I have not succumbed to initial failure in my UPSC exam. I overcame failure in short time and focused on my next attempt.

Good analysis

By incorporating lessons learnt, I could achieve success.

3 1/2

However, at times I tend to be overwhelmed by mishap and take long to overcome it as happened to me in case of a personal loss of family member. It is this which I seek to further rectify by developing attached detachment and mental fortitude - and be more resilient than now.

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)

Tobacco smoking has ^{Scientifically} established link with cancer yet it continues to be prevalent in society harming smokers, dependents/ family members and those affected by being ^{Physically} closer to smokers.

- (a) Display warning (85% of pack) can be an effective deterrent to smoking in my opinion. It has been empirically established in case of Australia and other nations. Even WHO upheld the utility of large pictorial warnings. They could trigger behavioral change.

Remarks

It can be successful if people are aware of it. in smokers by impacting cognitive component of one's attitude. feel generated through such images can alter affective component of attitude. Therefore the pictorial warnings can bring considerable positive impact in smokers.

OTHER WAYS FOR ATTITUDINAL CHANGE:

- ① Social influence - by celebrities like movie stars to send a message of undesirable impacts of smoking.
- ② persuading the movie makers not to have eulogising, role of smokers, as movies have lasting effect on youth - Smoking becomes style quotient.
- ③ By involving families of smokers to persuade

Remarks

Smokers to give up addiction.

Eg: Punjab Pray addiction cases strategy

④ By letting smokers aware of reality by exposing them to wide range of families & persons impacted by smoking (like: cancer-affected)

⑤ Deterrence - punishment for public smoking

(C) Smoking is a 'sin' and cigarettes/tobacco products are considered as 'sin goods' by government. It has wider public health impact and cannot be seen from narrow revenue perspective & as an anathema to free will.

Good ways to spread awareness

8 1/2

Seen from economic perspective, the burden of public health management is much more than revenue from consumption, for government. Secondly, it constitutes abuse of choice - harming themselves and society. No responsible government can overlook such unwelcome, addictive habits - causing suffering to its citizens.

Remarks

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 8 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)

Arbitrariness in decisions on allocation of resources to public militates against the values of impartiality and objectivity. Here arbitrary allocation of power is causing disproportionate hardships to few districts.

OPTIONS - EVALUATION :

① The state should buy power from neighbouring states and ensure adequate supply to all districts

Merits:

① Power-related issues of public will be resolved

Remarks

② Due process will be adhered to

Demerits:

- ① Excessive burden on each other suddenly
- ② Such agreements take long time to materialise and immediate issues will not be addressed

②. Let the people go for solar power in decentralised way through incentives

Merits:

- ① Ensures sustainable power supply
- ② provides a case for extra income to people through grid integration

Demerits:

- ① Again it can only be a long-term solution
- ② Intermittent nature of solar power causes handicaps
- ③ Ask the senior officer and minister to facilitate power supply among districts equitably.

Merits:

- ① Ensures fair share of burden on people
- ② Some districts do not feel discrimination and so regional divide can be altered

Remarks

③ Basic needs like drinking water can be assured

Demerits:

① This solution does not address the problem at its roots.

BEST COURSE OF ACTION:

In short-term:

- ① Ensure ^{equitable} reallocation of power supply among districts
- ② Water-tanker supply to areas suffering from drinking water crisis

In long term:

- ① Devise a due policy of power allocation to avert any arbitrariness in case of future shortages
- ② Power purchasing agreements with neighbour states to match demand
- ③ Encourage solar energy (rooftop) as sustainable form of power supply

Reasons:

These steps ensure that issue is tackled in short-term and also long-term by addressing root problem. Further due policy ensures objectivity in future decisions, a hallmark of good governance. Further it avoids any regional divide.

Remarks

For this detailed report was prepared regarding distribution of power.

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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 confrontations 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)

Intimidating voters of some sections to
 refrain from voting strikes at the roots of democracy
 by disenfranchising them virtually. Irrespective of
 powerful support such instances ought to be curbed.

EVALUATION of ^{Given} OPTIONS

(A) Arrest the minister and supporters, seize arms immediately
 and file criminal case

This ensures that I perform my Public duty as
 sector magistrate. Further the Constitutional right to vote

Remarks

of SCs will be upheld though it might threaten my job and life, those threats should not deter me from discharging my duty. Do you have enough resources to execute this arrest?

(B) Inform election control room and seek instructions and police reinforcement.

Though it amounts to fulfillment of duty by adhering to hierarchy of administration during elections, the option can not resolve problems immediately. Time is crucial as it is ongoing election.

(C) Go to villages of SCs and help them cast votes

You be by
be implicated
to be biased
arranging vehicles
This ensures that their inherent fears of
victimisation post-poll are dispelled and their franchise is exercised. Thus it is worth considering.

(D) Avoid confrontation immediately and seek help of senior authorities and election observers.

Again this does not ensure resolution of problem in time which is crucial to ensure that ongoing election is free & fair further avoiding

Remarks

controversy could ~~lead~~ amount to abdication of my responsibility

(F) Ignore the minister and his supporters, hoping they will get caught.

This amounts to dereliction of duty on my part and violation of my responsibility. That will also be a symbol of lack of mental fortitude and courage to save the constitutional rights of citizens.

81
82

MY COURSE OF ACTION:

- ① ~~Inform~~ Record the warnings on my mobile phone
- ② file a criminal case and ~~arrest~~ minister and supporters along with setting up
- ③ Present recordings as evidence to election observer and seek security reinforcement
- ④ Go to villages, persuade SCs to come out and exercise their vote. Ensure their safety by arranging public transport to and from booths
- ⑤ In case of need, write a report to higher up, to cancel the polling and conduct it at a later date

Either
Keep
superior
in
roots
while
taking
action

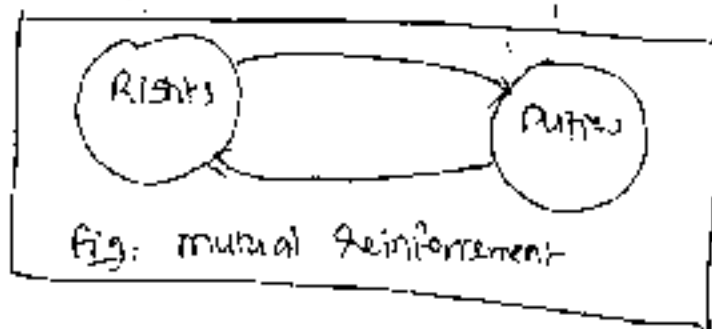
REASON These steps will ensure that citizens' rights are secured and I discharge my duty effectively without fear or favour.

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)

Arguing for rights while ignoring duties is not the hallmark of enlightened citizenship. Further expectation on government to do anything and everything (' nanny state') is impractical. As Mahatma Gandhi held rights are inherent in duties.



MAJOR POSSIBLE OPTIONS:

① Let the government do all activities by raising public taxes for resources.

Limitations:

① Places huge financial burden on citizenry through new taxes

Remarks

(1) virtually it is impossible for government to do all the tasks

(2) Top-down approaches of government can weaken democratic spirit.

(2) Involve citizens, in the maintenance of public utilities and spaces

Limitations:

(A) "Not-me" attitude and "not-in-my-backyard" Syndrome hampers active participation

(B) As Aristotle said, property of all is responsibility of none.

(C) It might amount to government abdicating its responsibility

(3) Involving private sector through lease mode

Limitations:

(a) Private sector will not be interested in all areas and all regions eg: Clean villages

(b) Limited ^{financial} resources with private sector

© Burden on public exchequer, unless taxes are raised.

IDEAL WAY TO MANAGE

Each of the discussed options can be used in combinations to make better of their pros while averting cons:

(a) Involve Nehas, Resident associations to take care of local public spaces like street park.

(b) Empower local bodies — financially and in capacity terms — to discharge duties effectively.

(c) Involve private sector wherever possible
eg: power utility - Reliance

(d) Persuade citizens to get involved for 2 hours on one weekend in cleaning locality under 'Swachh Bharat' initiative.

(e) citizens would be made aware of their responsibilities like separating waste at source.

(f) Regular feedback mechanisms and social audits for ensuring effective service delivery.

Only public-private people partnership can ensure quality service delivery and preservation of social contract.

Remarks:

Make people feel that they are at heart of these initiatives

9

Good

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)

Leadership is about inspiring the team ^{members} to give their best, through talk and action. In this case, minister's partisan action has dampened morale of my team hampering rescue efforts. My job is to ensure justice to suspended, boost morale of team above all ensure unimpeded rescue operations.

OPTIONS BEFORE ME:

① Inform the minister on how he might have been misinformed by local politicians and convince him to go back on suspension.

Merits:

② This ensures justice is done to suspended officers.

Remarks

(b) It will boost morale of other officials

(c) Rescue efforts will happen at full steam

Demerits:

(a) Minister may be overtaken by political interests vis-a-vis public interest

(b) Convincing could be time taking process and meanwhile rehabilitation efforts get delayed

(2) Order the officials of team to get back to work and deter them by threatening of dismissal

Suspension:

Merits:

→ It can ensure immediate resumption of rescue operations upholding larger public interest

→ I will be discharging my duty as head of team, with compassion towards disaster-affected

Demerits:

→ It hampers work-culture of the team

→ It badly speaks of my ability as a leader to persuade subordinates to uphold public interest

Remarks

③ Take ^{up} the issue on behalf of all officials ~~and~~ and threaten resignation.

Merits: ④ might prompt government to get into details and take corrective measures.

⑤ Boost the spirit of co-workers

Demerits: ⑥ Again it is abdication of duty at home

⑦ Rescue efforts get stalled

⑧ The option entails revolutionary method which does not behave a public servant

Well analysed
Options

Best course of Action

① Persuade the co-workers to get back to job immediately given the larger public interest at stake, assuring them that I will take up irregularities issue with higher-ups

② Give a rep talk on importance of their action to save lives of many

③ In case of need, I will get the reinforcements for work.

④ After rescue operations are done, I will apprise the minister of his ill-informed decision and its repercussions on broader work culture.

By this course of action, immediate rescue efforts are not stalled, and employee morale will be treated with due process.

9
Good

Remarks

16. You are the head of an organization which has a large public interface. One day an old man approaches you and complains 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)

Corruption in public service delivery has become a disease infesting nearly all organs of governance, hampering larger public interest.

OPTIONS AVAILABLE AND EVALUATION

① Take action on Assistant in charge immediately by suspending him/her; and get old man's due settled ^{grievance} ~~grievance~~. This would do justice to grievance of old man and I would be upholding my duty as head of organization while showing compassion towards ~~that~~ old man. Further it will have deterrent effect on other officials.

However, acting without adequate ~~as~~ evidence would hamper non-partisanship and objectivity and might reflect poorly on my leadership while affecting

Remarks

Organizational culture

② Ask the old man to come up with evidence of his claim so that due action can be taken

This might ensure the process is followed while acting on subordinate, however it is not

characteristic of proactive citizen-centric governance.

The old man and other citizens would be deterred from complaining in future.

③ Let the oldman approach the official again

through using secret camera to record the entire

scene. Then use this ^{evidence} to take action at organisational level

and pass on evidence to anti-corruption bureau.

This ensures justice, upholds public interest

well as due process. I will choose this ~~step~~ option

along with complementary steps as following:

If it's mentioned in question then, don't be skeptical of it

Instead of this you should inspect

the long assistant in charge's Remarks - office on your own!

Short-term

- ① Attempt to seize evidence on other officials in similar way before exposing the first one
- ② Give exemplary punishment to the errant officials to set precedent and effective deterrence
- ③ Immediately resolve the pension issue of old man.
- ④ check out if any such claims are wrongly rejected and do justice to them.

Long-term:

- ① Adopt governance to best possible extent to cut down officer-public interface, ^{reduce} scope of corruption, while ensuring hassle-free service delivery
- ② Will adopt DBT mechanism to transfer pension directly into bank accounts of beneficiaries
- ③ conduct ethical workshops for officials to bring qualitative change in them

Reason: This would ensure curbing the scourge of corruption through deterrence as well as structural change upholding the public interest.

Remarks

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)

Adopting questionable means in the name of greater public interest (consequentialism) is often seen in administrative actions. However, it may amount to non-adherence to due process and principles of natural justice.

Remarks

(a)

ETHICAL ALLEGORIES:

CASE 1: UTOPIAN DEATH:

- ① Means versus Ends - whether torture is acceptable given the ~~danger~~ to lives of many from bombs
- ② Human dignity versus Right to life of people - whether each suspect should get the due of their dignity and ~~fundamental rights~~ (or) can they be sacrificed for larger public good

CASE 2: HUMAN SHIELD

- ① Means versus ends - using one person as a protector to lives of ~~constables~~
 - ② Human dignity versus lives of constables - using a person as shield can endanger his life and amounts to ~~realism~~ means to ends end
- Both instances are similar ethical

dilemmas.

(b)

COULDS OF ACTION

- ① Enquire into details of both cases dispassionately.

Remarks

2

Good

⑥ Hear out the officials involved and second suspect in custodial death case. Similarly, hear out the constables, while also verifying, CCIR footage in the human shield case.

⑦ In case of any doubts, will form a committee to give report in time-bound manner.

⑧ If the officials are found to be guilty, I will take due action including their suspension.

This will uphold Constitutionalism while ensuring basic human rights.

⑨ COURSE OF ACTION:

① I will inform the chief of the detailed report of committee and have the officials are guilty.

② I will convince him/her that morale loss can not be alibi for protecting the errands.

③ I will also appraise him of how inaction amounts injustice and denigration of human rights even, if their acts are done in larger interest of public.

Remarks

2

(d) In case the boss does not consent, I will request
Aroob to sign the orders in writing.

1 1/2

(e) Use of torture can not be justified irrespective
of noble end being pursued. It is against internati-
-onally agreed human rights and constitutionally.

guaranteed fundamental rights of accused and so is illegal.
Further taking one's life and tormenting militaire

against human dignity - shared value of modern era - and
so is unethical. How could they have information then?

Not required

The case is similar to action of Major Gooa
using Farooq Pathan as human shield in Kashmir valley.

~~However~~ the action can not be justified on either
legal or moral grounds. It injured the person badly

and threatened life. Further as in case of Farooq Pathan
it might lead to his social boycott and concomitant
depression.

As Raju said, while the ends are noble,
means can not be the Satanic.