

## 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 19 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>
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1. Invigilator Signature

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## Section - A

1. What is morality? Does "structured morality" obstruct individual freedom and growth? Is it a hindrance to social progress? Cite examples to prove your point.  
(150 Words) (10 Marks)

Morality refers to belief system in an individual that guides her on what is right/wrong and acceptable/unacceptable. Morals are guidelines that an individual places on oneself and so they tend to be subjective.

E.g. stealing is wrong — this is not shared by all. Some may feel stealing is right for greater good like charity.  
↳ What are the acts that are considered morals?

"Structured morality" at the outset appears

an obstruction to one's freedom and growth. Yet,

firstly — it is difficult to have a structured

morality as morals are subjective. Secondly, if

Firstly explain the term.

Remarks

2 1/2

Structured morality is to exist, it does not necessarily stifle individual freedom, especially:

① When structured morality is in synchronization with one's personal values.

Eg: Murder is abhorrent - at individual level and social level.

② When ~~the~~ individual morals are not strongly held and amenable

Eg. Constitutional morality <sup>is</sup> altering social morality like untouchability in India

Further structured morality need not be a hindrance to social progress and can

indeed further social progress. For instance, morality promoted by Indian Constitution had

furthered notion of gender equality in India.

Indian Constitution is not a part of

Remarks

Structured morality. It is different from law.

2. Critically evaluate Aristotle's doctrine of mean as the key to happiness. How this doctrine relevant for a working civil servant? (150 Words) (10 Marks)

Aristotle had propounded the concept of Golden mean. According to him, neither of the extremes are desirable as a solution. He always preferred equilibrium and mean as the better way out. This is similar to Buddha's middle path. Aristotle believes that mean path is route to happiness.

↳ Give some example to illustrate Golden mean

Elaborate how he reached happiness & mean

However at times it translates into abdication of responsibility, dodging at a time when one has to act, Ambivalence and apathy. For example, a leader can not be ambivalent, rather should be decisive - in times

Remarks

of crisis, middle path may only postpone crisis.

This calls for some drastic steps

eg: Economic crisis 1991 ⇒ India had to

embrace New Economic Policy based on LPG reforms,

moving completely out of shackles of state-led

development model

That said, Aristotle's suggestion has

Tolerance for a civil servant. for example, when

confronted with a situation where one has to

approve dam construction which might lead

large-scale forest destruction, a better choice would

be to go for alternative model/plan to achieve

the objective. In such case, neither of extremes

are desirable.

They are one example. Discuss various situations where this doctrine can be useful.

Remarks

3. What is the importance of courage in administration and governance? How does "bravery" differ "with "bravado"? Is it better to be "pragmatic and grounded" in Civil Services rather than being "brave and idealist"? What are the dangers of being pragmatic? (150 Words) (10 Marks)

Courage is considered a desirable virtue in governance and administration. It entails standing by one's principles without fear → Briefly explain the meaning of courage.

### Importance

① Courage is essential for integrity - a foundational civil service value.

② It helps one stand by values in times of adversity.

③ It aids a civil servant withstand political pressure. Eg: Suggesting long-vailed as bad policy.

④ It enables one to take hard decisions without going for populism/appeasement.

Eg: Initiation of new tax

⑤ It helps civil servant to act without fear

↳ Prevents corruption, large contract etc.

Remarks

of repercussions to oneself / family

Eg: Act of manipulation sterilisation of oil, adulterated oil selling petrol bunk.

Bravery vs Bravado

Bravery is a quality <sup>or trait</sup> of person. Bravado

is its manifestation. An act of bravado exemplifies and establishes one's trait of bravery

NOT sufficient distinguish may use Aristotle's mean.

Pragmatic and grounded (on love and Idealism)

It can not be a complete black and white choice. Idealism is must for one. Should know "what ought to be". At times bravery helps

in achieving it. But sometimes, when the situation is not conducive it is advisable to go <sup>with</sup> pragmatism.

Explain yourself your understand of being pragmatic

Dangers of pragmatism

no life long learning quality

apathy to loss to public enterprise

- Statusism
- Indecisiveness in administration
- facit acceptance of corruption

Remarks

→ Utilitarianism etc

4. What do you understand by 'Socratic Method'? How can it be used in classroom teaching to develop critical thinking among children and young students? (150 Words) (10 Marks)

Socratic method is a method of arriving at truth/desirable objective through dialectics. It involves the process of rational debate through ~~synthesis~~ thesis anti-thesis and synthesis. And the final synthesis is desirable quality/objective.

Explain the role of teachers & students in this method.

Socrates believed that by dialectics the knowledge inherent in one's soul can be identified which he regarded the true knowledge that is permanent. Thus he suggested that "unexamined life is not worth living"

} GOOD explanation

Socratic dialectics are utilized by plato

Remarks



in "The Republic" to arrive at 'idea of justice'.

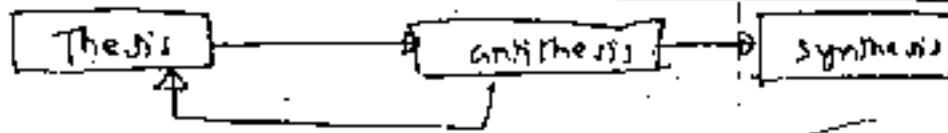


Fig: Socratic method

Usage in class room teaching

1) By promoting the culture of questioning, one can let students arrive at answer.

eg: Instead of saying <sup>lying</sup> is bad, teacher can get answers from students on what are consequences of lying, Is it worth lying etc.

2) Such knowledge from within is permanent and leads to formation of strong value system

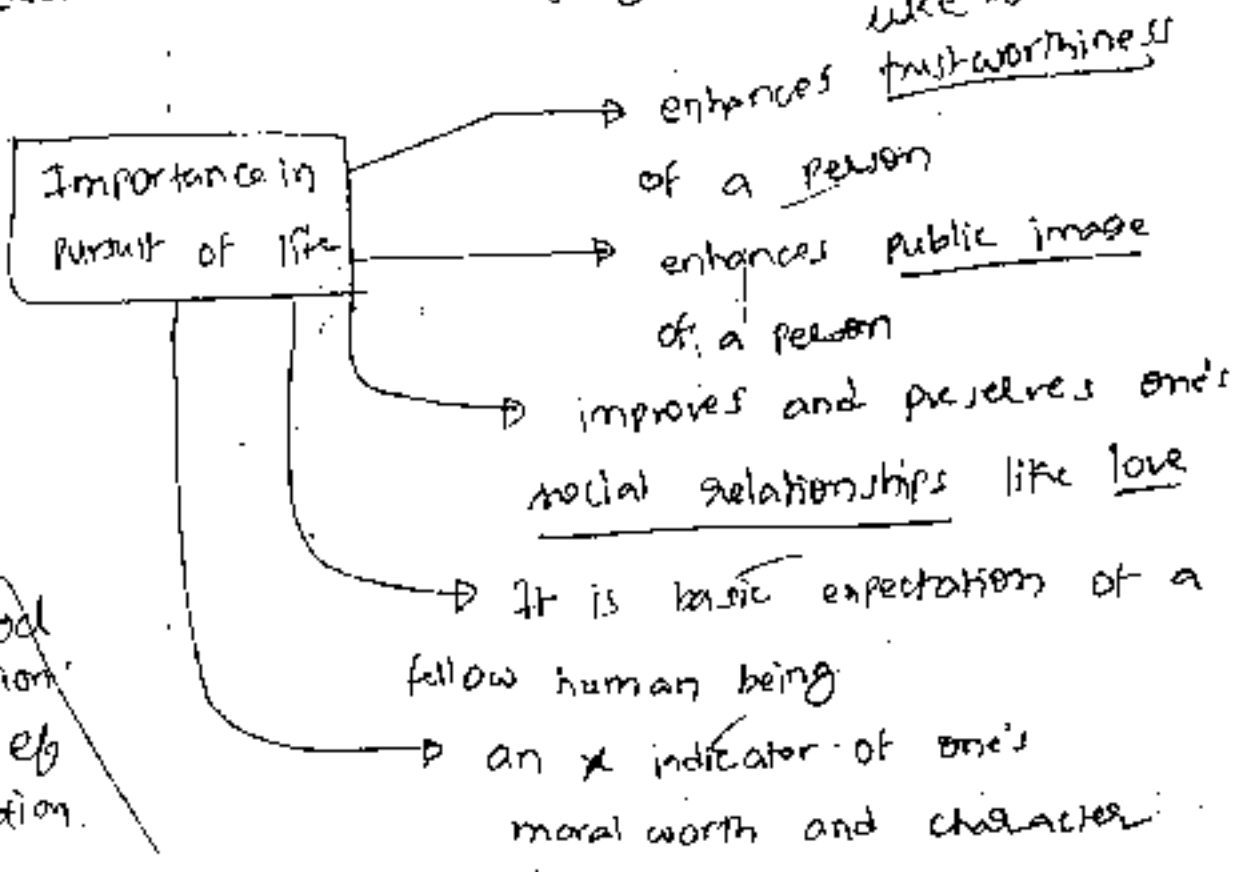
3) Further the questioning culture enables one to think critically using reason, thus promoting rational outlook as well.

Good! Also explain how this method can be adopted in present education system

Remarks

5. What is the importance of commitment in the pursuit of life? Why "social commitment" should remain at the centre of all acts of leaders and civil servants? Do you agree that the more selfish, pragmatic and clever a society becomes, the harder it becomes to cherish the value of "standing firm with commitment" for individuals for any cause? (150 Words) (10 Marks)

Commitment implies standing by and fulfilling one's <sup>principled</sup> word at any cost. It is a desirable value for any individual → Discuss the values attributing commitment like focus, courage etc.



NOT very good presentation. Prefer to be explanation.

Need for social commitment - leaders and civil servants:

① Firstly it helps uphold public interest and rational interest

Remarks

→ Explain social commitment.

② It imposes moral burden to adhere to one's words. Eg: fulfill manifesto promises - political leader

③ Commitment given to people at large is difficult to be violated as the whole society is a witness

Discusses the ills of not being committed.

④ Most important, social commitment is essential "service to public" - by leaders and civil servants

⑤ It lets public servants come up with people-centric ideas and policies, apart from citizen-centric administration.

I agree with the view that standing

firm with commitment is a difficult task in selfish and clever society. At times even those who live by such commitment are hounded. A case in point is Ashok Kumar, IAS who had been transferred 52 times in his 27 years career.

→ Explain why it is necessary for society to be committed too.

But that should not be an excuse for one to abdicate one's commitment.

Remarks

6. Critically examine the contention that utilitarianism is really a method of causing pain instead of happiness because it robs people of their basic humanity. Do you think that utilitarianism is against human nature? Why? (150 Words) (10 Marks)

Utilitarianism is a hedonistic philosophy with its roots in Jeremy Bentham's works. It is based on the maxim of "greatest good to greatest number". It is consequentialist and holds that ultimate justification of a decision/action is maximization of pleasure and minimization of pain.

However, critics point to inhuman consequences of the philosophy. In the sense of causing benefit to "greatest number", it legitimises the persecution of minorities - eg:

Nazi Germany - Holocaust of Jews.

↳ Give some more examples like nuclear bombing etc.

further when understood in other

perspective, it prioritises "greater happiness" over "greater number". Thus it leads to a situation such as legitimising workers' exploitation by capitalists. Therefore, the philosophy came to be criticised as "Pig's philosophy".

→ Briefly analyze the positives of the theory too.

Utilitarianism, need not be bad by itself, in my opinion. Much depends on the way it is interpreted. For example, it can be utilised to delegitimise certain sections of society like in case of entiable sec. 377 of IPC that criminalised "miniscule minority" of homosexuals.

Similarly, it can also be used to come up with policies of public utility like Ayushman Bharat.

↳ Explain whether the self-interest is only nature of human.

Remarks

7. Do you agree that ethics builds relationships, both individually and on a grand scale? Give reasons in favor of your stand. Cite examples. (150 Words) (10 Marks)

Ethics refer to broad guidelines that guide an individual's decision/actions. They enable one to assess whether a decision/action is right or wrong, desirable/undesirable.

→ Discuss various values that may help in establishing relationships like love, honesty, gratitude etc.

I agree that ethics build relationships at individual and higher levels.

At Individual level:

- Ethics put certain socially desirable obligations on humans ✓
- They represent common denominator to sustain social relations ✓
- They lead to social appreciation
- Further they enhance image of persons who adhere to ethical values by projecting trustworthiness

Explain these briefly

Remarks

Examples:

① An individual who keeps her words finds true love given her commitment

② Ethical values like respecting elders, loyalty to partner, trust makes one dearer to others.

→ Briefly discuss the significance of trust in relation

At higher scale:

① Living by ethics implies honouring one's commitments and obligations. This in turn enhances the brand of a company (eg: Infosys).

② Similarly it can enhance soft power of a nation and build its public picture positively

Eg: India's positive image in Afghanistan

due to its helping quality.

→ Explain how ethics help in avoiding conflict etc.

These show the significance and relevance of abiding by ethical principles in all walks of life.

Remarks

8. Is freedom an important component of justice? How? Can a free society ever be egalitarian? What is the importance of the principle of justice in making of modern institutions and establishing an egalitarian social order? Are there unassailable and universal principles with regard to justice and freedom? Can it be so?

(150 Words) (10 Marks)

Justice is an overarching ideal that entails fair distribution of resources/official obligations.

Justice and Freedom:

Freedom is vital component of justice. If an individual does not have freedom, he/she can not pursue the goals of life. These artificial restrictions constitute injustice.

Eg: caste-based vocations when stringently applied on Dalits like manual scavenging

Even John Rawls in his "Theory of Justice"

held that first principle of "Justice as Fairness" is "maximum equal liberty".

Free Society and Egalitarianism:

A free society can be

↳ good explanation but also discuss the importance of restriction to ensure justice. egalitarian by

Remarks



providing equality before law and equality of opportunity to individuals. Combining these two will enable individual reach one's objective.

And so Rawls second principle of "Justice as fairness" is "equality of opportunity".

Importance of Justice for egalitarian social order

↳ The idea of "social justice" enables provision of level playing field through equitable resource distribution. For instance, independent India has enabled reservation for politics in education and public employment as an affirmative action that undoes historical injustice and establishes egalitarian social order.

↳ Good explanation.

There can not be a comprehensive set of universal principles of freedom and justice as their meaning changes from society to society. However there are certain foundational principles such as "killing is unjust"

Remarks

↳ Refer Amartya Sen's "idea of justice" & Aute care there.

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

Doctrine of Double Effect

Remarks

Principle of Permissible Harm

It implies that certain level of "permissible harm" is permissible for greater interest. For instance, J.S. Mill had proposed Harm Principle to justify restrictions on free speech. According to it, restrictions can be made on actions that harm others, while absolutely no restrictions on actions concerned with oneself.

NOT adequately explained

Whether it stands moral laws?

It is subjective and depends on the interpretation of "permissible harm". Some may consider destruction of forest for large dam with many social benefits as "permissible harm" but it does not stand test of moral laws. At the same time, using rubber bullets to control riots and disperse crowd is for greater good of society and can stand moral law.

Example of respect of moral absolutism  
Kantian objection

Remarks

10. Illustrate and analyze how do role models influence virtues, morals, and ethics in a society? (150 Words) (10 Marks)

Virtues, morals and ethics are desirable traits / qualities at individual level as well as societal level. Role models have a key role in influencing them.

↳ Explain what is meant by role model.

### Role models' influence

↳ On virtues:

As an individual, follows, imitates his/her idol, ~~they~~ (she) tends to imbibe these qualities - both virtues and vices. This is a case of "social influence".

Eg: A follower of cricketer sachin tendulkar is likely to imbibe virtues of dedication, passion, and humility.

Remarks

9

i) on morals :

Similarly social influence can lead to growth of moral worthiness of individual/group.

This is due to the urge in individuals to lead life like his/her ~~role~~ role model.

Eg: When a politician indulges in helping disaster affected, her followers imitate the quality of helpfulness.

ii) on Ethics :

Role models by example and through

Persuasion help develop certain ethical qualities in a society.

Eg: Amitabh Bachchan's contribution to gender equality by promoting 'Beti Bachao, Beti Padhao' programme in many areas.

In this way role models constitute a most important mechanism to bring about positive change in society.

Discuss the significance of role model in developing positive character etc.

Remarks

→ Explain how important it is that how we imitate role models

11. Explain the essence of the two following statements:

(a) Positive anything is better than negative nothing.

(b) There is nothing outside context.

(150 Words) (10 Marks)

a) Positivity and negativity are two fundamental dimensions of one's attitude. Some people tend to be overly pessimistic - fear of failure, fear of consequences, doubts over self-worth. It ultimately leads to negative results and outcomes.

On the other hand optimistic attitude despite hurdles sees one through her goals. For instance, Indian leaders believed in achievability of independence even when they had to face repression of British and setbacks. It is that belief that finally manifested into 'Free India'.

So goes the saying "we are what we think".  
for our thoughts shape our actions and so outcomes.  
But absolute positivity is not possible, devoid of the importance of balancing negativity.

(b) The statement highlights the importance of "context" to an issue/event. Only when <sup>seen in</sup> context, can one objectively analyse the event or issue. ~~lest it results~~ in prejudiced opinion.

We see many criticise some historical leaders and acts. However such acts of leaders can not be isolated from circumstances

eg: Grandhi's endorsement of khilafat movement is better understood when read in context of prevailing political situation and Grandhi's urge for Hindu-Muslim unity

Similarly texts do not convey actual intended meaning unless read in context of time and

space of authors. post-modern scholars proposed the deconstruction and double reading mechanism to get the meanings.

Good but also discuss the negative impact of context

Remarks

12. Why it is, sometimes believed that feelings are better guide to action than reasons? Critically analyze. (150 Words) (10 Marks)

What constitutes a better guide to action - Reason or feeling - is one of philosophical and academic debate for long.

At times, it is believed that feelings are better guide. It is so since:

① feelings entail emotions, not mere laws, calculations

② They are essential to understand others' conditions - emotional intelligence

③ for public servants, feelings are basis for empathy and compassion towards vulnerable sections.

for example, when confronted with a situation where ineligible poor old couple requests for financial help under health scheme, reason might

Well explained

Remarks



guide rejection of their request. However feelings lead to their accommodation in some scheme where they are eligible for indulgence in personal help.

However pure reliance on feelings over reason as basis of action can compromise objectivity, impartiality and neutrality of public in general, civil servants in particular.

Briefly contrast the roles of both feeling & reason.

It might lead to breaking rule of law

where one might go extra mile to help whom she considers needy by including them under a scheme where they are ineligible.

Also, this can lead to conflicts of interest, nepotism in public life where individuals dominated by feelings might prioritize personal relations.

↳ Explain the importance of balancing the role of reason & feeling for sound decisions.

Remarks

importance of role of reason for sound decisions

Briefly explain the ethical dilemma here.

13. Which should guide a police officer deciding to fire or not to fire on a protesting mob - deontology or consequentialism? Give reasons? (150 Words) (10 Marks)

Various approaches towards arriving at ethical action are a handy tool to decide the desirable course of action.

In the given case, Deontology - doing the duty without worrying about consequences might lead to police officer firing on mob.

On the other hand consequentialism - judging actions by consequences - dissuades such a move as it can lead to violation of right to life of some individuals.

Analyze the firing of police.

In my opinion, in this case deontology should guide police officer with some creative means to avert undesirable consequences. police officer can

Introduces the principle of consequentialism

Remarks

Fire into air to disperse crowd. Alternatively she may use 'rubber bullets' without causing lasting harm to people

**REASONS**

- ↳ A public servant is bound to perform her duty - dedication to public service.
- ↳ She is entrusted with upholding rule of law
- ↳ Mob protest might end up causing greater damage to society / promoting lawlessness.
- ↳ At the same time, officer can not put people's lives at risk by firing arbitrarily
- ↳ Importantly, protesters have fundamental rights of mob guaranteed by constitution to which the officer is bound to.

Thus the suggested course of action enables one to perform duty without causing loss of lives.

Remarks

↳ Also explain any other principle other than these which may be appropriate like pragmatism.

## Section - B

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

14. You recently got a job in a garment company. You were in dire need for this job as your family depends on it. This garment company is located in a developing area near city and provides reasonable local employment. It also obliges politicians by giving employment to locals on their recommendations. The company also employs reasonably good numbers of child laborers in various support work which saves huge costs. Many parents send their children to work as it gives their family financial support to sustain. Nobody speaks as it benefits many and also poor families are getting financial support. You speak to your colleagues but no one comes out in your support. In the past, those who raised voices against this were shown the doors. Workers are happy as the company takes care of their requirement. But your conscience pricks. You want to do something about it. But your job is very important for your family.

(a) What ethical dilemma ensues in this case?

(b) What are the options before you? Analyze each option.

(c) What course of action you will take?

(250 Words) (20 Marks)

Despite stringent laws prohibiting child labour in India, the menace is still prevalent. In this case, the existence of child labour has wider societal support unfortunately given that the company benefits many sections in some way or other.

(a) Ethical dilemma

→ Whether to raise voice against child labour by risking job or by remaining mum, secure

Remarks

Family interest i.e.

Private Responsibility vs. Public Interest

→ As there is wider support for the company, and no colleagues are supporting - should I follow them or stand for higher ethos?

Social adherence vs. Morality

↳ Also discuss various issues like financial condition of children & their families etc.

b) Options - Analysis

MERITS	DEMERITS
OPTION 1: Go to	media and expose misdeeds
<p>① It will ensure <u>life of dignity</u> to children</p> <p>② It will protect their constitutional right under <u>Article 21</u></p> <p>③ I will be doing my <u>moral duty</u></p>	<p>① I may lose job putting in danger my family members</p> <p>② All the locals may turn against me</p> <p>③ There can be retribution from benefiting politicians</p>

Remarks

2

OPTION 2: STAY

STUDENT ON THE ISSUE

- ① I may sever my job, performing unexpected duties
- ② I will be enabling wider social benefit from company

- ① It will deprive children of basic rights and childhood
- ② Emboldens the company to carry similar acts at other branches

→ Shows other options will approach legal authority.

(C) Course of Action:

- ① First, I will ensure that the higher management is aware of issue and if the hearsay from colleagues is correct
- ② I will then try to persuade management, local parents of the consequences of child labour
- ③ Then I will go and plead to local politicians to take action
- ④ In case all above fail, I will expose the wrong deeds through media.

Discuss how will you persuade management  
Explain the precaution you can take.

This step-by-step approach ensure the production and also uphold my moral responsibility towards society.

Remarks

15. You are a research scholar in one of the most prestigious colleges. Your research guide is a much respected person in college because of his teaching capabilities and original research work. Students love and admire him for his sincerity, knowledge and hard work. One day he called all students of your batch to home to clarify their doubts as he was not keeping well to attend college. Once you reach his home, you heard a lady crying. You were not comfortable at his home. After coming back, you tried to enquire about that lady. Later, you come to know that the professor is involved in regular domestic violence. You discuss this with your friends, but they don't want to get involved in this as it may impact their relationship with the guide badly.

Following are the options before you. Analyze.

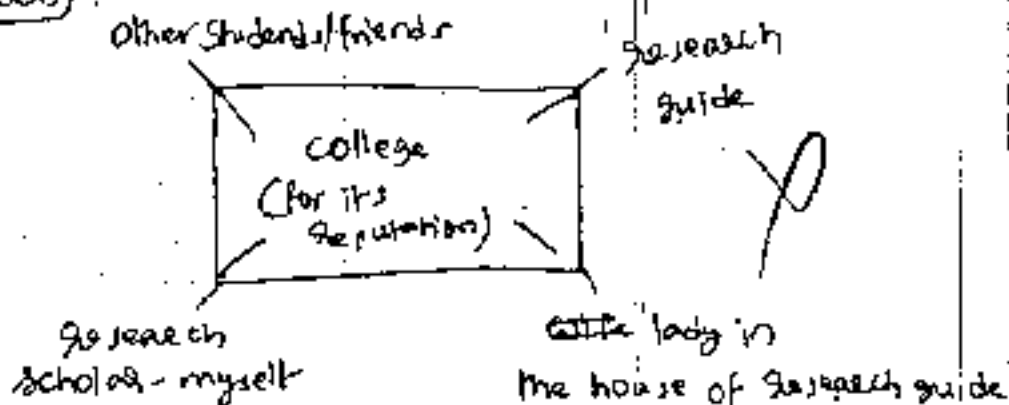
1. Ignoring the issue as it is their personal matter and focusing on my research work
2. Talking to the guide's wife and counsel her to report about domestic violence
3. Report to appropriate legal authority
4. Suggest some alternate method

(250 Words) (20 Marks)

Domestic violence based on patriarchal mindset continues to infect Indian society. This appears to be the case in given scenario where a highly educated and well-respected professor is likely indulging in domestic violence.

↳ Briefly explain ethical issue before you.

Stakeholders:



Remarks

Evaluation of options

DEMERITS	MERITS
(I) IGNORING ISSUE AS PERSONAL MATTER	
<p>(a) I will not be fulfilling my <u>moral minimum</u>.</p> <p>(b) By ignoring, I may be indirectly <u>reinforcing patriarchy</u> and <u>violence</u>.</p> <p>(c) I face <u>cognitive dissonance</u> as I can not <u>healthily</u> accept the happening - which in turn impacts my research.</p>	<p>(a) Like other students, I may also be able to complete my <u>research work</u> easily and move on to <u>career</u>.</p> <p>(b) Can secure <u>goodwill</u> of professor.</p> <p><i>Very good analysis</i></p>
(II) TALK TO GUIDE'S WIFE AND	COUNSEL HER TO REPORT
<p>(a) Will extend <u>psychological</u> and/or <u>moral support</u> to her.</p> <p>(b) She might <sup>not</sup> be able to break shackles of <u>patriarchy</u>.</p>	<p>(a) I can verify the veracity of claims I got to know from <u>hearsay</u>.</p> <p>(b) If she stands out</p>

Remarks → Discuss how they may help you to get a better knowledge of situation.



3/2

(C) I may ease ire of guide, impacting my research work and future

to report, it will set a precedence for society, especially youth in college and enhance awareness

(D) REPORT TO APPROPRIATE LEGAL AUTHORITY

(1) I may be complaining without verification and evidence

(1) I will be able to do justice to the lady

(2) The reputation of guide will be lost and impacts my research too

(2) I will be fulfilling my social responsibility and moral duty

ACTION THAT I CHOSE

(C) A blend of above options, with proper verification of allegations

(1) First I will go and talk to ~~my~~ guide's wife and confirm about domestic violence

(2) I will persuade her to come out in open and establish his true face

(3) In case she dodges, I will take it on my self and approach legal authority.

Consider Resubmit your guide too

Remarks

16. You are head of a charitable trust that takes care of education, clothing, food and other basic needs of children from the marginalized community. Your organization also offers health services to the members of the weaker section. You find it difficult to serve qualitatively because of the crunch of funds. The trust runs on donations and contributions from donors only. There has been a regular (fall) in contribution from several eminent persons who were prime donors previously. The response to your decision to go for a small advertisement to get a donation for the good cause is not very encouraging. However, a prominent local politician albeit with a criminal record offers a hefty donation. You are in dire need of money to keep running the charitable trust.

What are the options available? Analyze.

(250 Words) (20 Marks)

This is a case of external means versus end dilemma. The case entails dilemma on part of me, whether to overlook dubious criminal record of politician for greater good of children of vulnerable sections.

### OPTIONS AVAILABLE AND ANALYSIS

① Accept the money from politician and qualitatively enhance services to weaker sections

Merits/Advantages

② It will ~~help~~ help fulfill basic needs of children of vulnerable sections <sup>and</sup> save their life

Remarks

of dignity.

(b) It will uphold the mission of trust in heading

(c) I will be discharging my responsibility towards trust as a head

Disadvantages/demerits:

↳ You may relate this with consequent column.

(a) I will indirectly be accepting criminality of politician

(b) The money he/she is offering might have been made through immoral acts.

(c) He might be using my trust to convert black money to white.

↳ Explain what is donation as well as what is black money.

(2) Reject the money offer and reduce the score and quality of services offered by trust.

MERITS/ADVANTAGES:

(a) I will not be party to possibly criminal kinds

(b) I ensure that his/her criminal acts are not endorsed.

Remarks

J.S.

© I still continue to run my trust, albeit at smaller scale

### CONSL. DEMERITS:

- Ⓐ ~~STATE~~ Reduction in scope and quality of services implies compromising on vision of trust.
- Ⓑ I would have failed as head to lead trust during financial crisis

### PATH I CHOOSE:

- ① I will reject the offer of established criminal thereby setting example for child beneficiaries of trust as well as wider society.
- ② The act itself may garner support of some philanthropists
- ③ Alternatively I will approach donors personally to appraise them of track record of situation and convince them to give the donation
- ④ I will then approach government for help through various schemes
- ⑤ Finally, I will also emphasize promoting cooperative vocation among beneficiaries for sustained funds eg, Stage Drama

Remarks

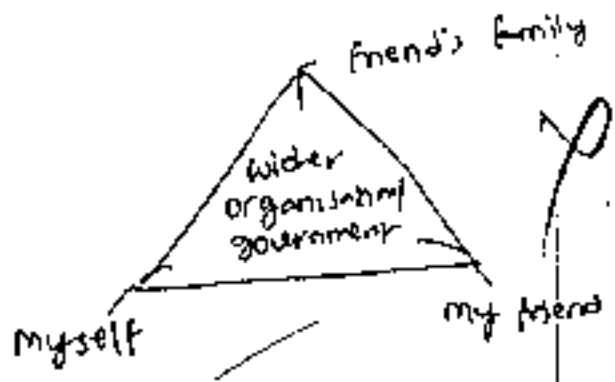
↳ Explain the importance of crowdfunding, small donations etc.

17. 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 the 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 aging 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 the merits and demerits of each suggestion. (250 Words) (20 Marks)

Work-life imbalance and associated negative repercussions, excessive work stress, patronage system are unfortunately prevalent in both private and public sectors. These are affecting my friend's life in the case and are pushing him towards extreme step of taking his life.

Stakeholders



Remarks

SUGGESTIONS BY ME AND EVALUATION

① Will ask him to discharge his duties as a public servant through commitment, without thinking about personal life and rewards

Merits:

Ⓐ He may be motivated to work

Here you may also explain the importance of focusing on job.

Demerits:

Ⓐ The motivation can not last long and the problem creep in again

Ⓑ He may not be convinced and go on to commit suicide

Ⓒ Wider organisational work culture will not be changed

② Suggest him to quit the job and find an alternative job in private sector - to spend time with family

Pros:

Ⓐ It can help him get out of stress and suicidal tendencies

Ⓑ He will get due rewards & recognition for

Remarks

First discuss the drawback of turning after perfection.

his capabilities and hardwork  
cons:

(a) It may deprive government of a honest,

committed and capable bureaucrat

(b) It amounts to escape from work due to  
inability to balance work-life  
— very reckless too.

(2) I can do the following

short-term: (1) Advise him to seek psychologist support  
immediately —

(2) Will standby and support him in this hour of need

(3) Introduce him to Yoga and meditation to get  
relieved of stress

(4) suggest taking a long study leave for 1-2 years.

long-term:

(1) He should learn to say no to unofficial  
dictats by his higher ups.

(2) He should push for due 60% performance  
assessment for promotions and rewards rather than  
patronage by being in the system.

GOOD  
explain  
the  
importance  
of  
managing  
work  
life-  
balance.

Remarks

18. You are District collector of a district highly divided by the caste. You are getting complain of mid-day meal from many schools regarding the quality of food and regularity. You have asked the school headmaster to do something about it. One headmaster changed the cook. The new cook is from the Dalit community. Parents of children belonging to higher caste have stopped sending their children to school. Attendance is sharply reduced. In the given scenario, what are the ethical issues involved?

Explain the various options available to solve the problem. (250 Words) (20 Marks)

Despite so much of progress as a nation, the social ills of untouchability, discrimination and caste loyalties are a common phenomenon in Indian society. This is the exact issue in given case where higher caste parents have been opposing a Dalit cook, merely due to her caste.

#### Ethical Issues Involved

- ① Strong caste loyalties hampering social unity.
- ② prevalence of untouchability - an assault on dignity of Dalit cook and violation of her fundamental right.
- ③ Depriving children of education due to parents' personal prejudices.

Remarks



(4) Larger inefficiencies in Mid-day meal scheme impacting many schools and education attainment in the district

⇒ pointing to failure of administration

### VARIOUS OPTIONS AVAILABLE:

Good explanation of ethical issues

MERITS/PROS	DEMERITS/CONS
Option 1: Ask the headmaster to change the cook	
<p>① It will help get children back to school, thereby enable government objective of <u>higher enrolment</u></p> <p>② children get their due <u>education</u></p>	<p>① It will uphold and perpetuate the social idea of <u>untouchability</u></p> <p>② Further as a collector, I will be taking away the cook's <u>fundamental right</u></p> <p>③ I will be exhibiting prejudice or taking the easiest path of <u>social morality</u> over <u>constitutional morality</u>. - against your constitutional duty etc</p>

Remarks

OPTION 1: Let the cook

continue earn at low emolment

- (a) Upholds the cook's fundamental right to dignity ✓
- (b) sets an example for wider society ✓

- (a) Risking children's future
- (b) emolment ratio drop which is failure of administration
- (c) The wider problem of caste conflict and untouchability are not resolved.

OPTION 3: LEAD BY EXAMPLE

- I EAT DAKIT COOK MADE FOOD TO SEND A SOCIAL MESSAGE

- (a) This helps overcome social prejudices of caste ✓
- (b) This sets a precedence for other schools in the district.
- (c) scope for attitudinal change in parents and children

No apparent demerits.

→ Just eating food is not the solution but a part of solution suggest more step in this direction of giving social message.

I will choose responsibilities as DC. Also

the option - (3) to uphold my will address District level problems with

Remarks

19. The issue of displacement is seen as a necessary evil in order to construct industries, infrastructures such as dams, mining, roads, and power projects, which are intended to serve the "greater good". The protests by civil society and peoples against land acquisition have been growing in recent years. These protests and violence increasingly question the so-called "greater good". In fact, whether it is Bhatta-Parsaul in UP, Nandi gram in West Bengal, Chhattisgarh, Jharkhand, Andhra Pradesh, Kerala and recently in Tamil Nadu, all point the need to examine the matter differently.

You are part of a big MNC and facing such protest against the expansion of your plant. You are the CFO of a company, which is involved in the manufacturing of products. It has created a good employment opportunity for the locals. But the local residents are not happy with the management of the company and a big group of local residents are protesting continuously. Actually, as part of expansion since your company needed more land to increase the manufacturing base. Opening a new plant at a different location will increase the production cost. Government has allocated a few acres of land to increase the manufacturing capacity of the plant as this will also give a boost to the local employment. Government has assured for the rehabilitation package for the displaced people. However, there is a huge protest against this allotment as few people get displaced from their roots. They are demanding closure of the plant. Your father is a Minister 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 relocating new unit at new place will increase the cost of production, and the company may lose market share in terms of sales if the cost goes high. Based on the above situation answer the following questions:

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

(250 Words) (20 Marks)

Development versus displacement is a matter of policy and social debate for long in India and elsewhere. In this case, despite the so called "greater good" through <sup>more</sup> local employment, locals are protesting the expansion of my company through displacement.

Remarks

OPTIONS AVAILABLE AND ANALYSIS:

① Use my father's influence and network to push the local authorities to expropriate the land.

Merits:

Ⓐ I will be performing my duty towards organisation.

Ⓑ Will help locals in long run and thus passes test of utilitarianism.

Demerits:

Ⓐ It will be inappropriate to use political authority for private benefits - conflict of interest for my father.

Ⓑ Using of force can not be long-term solution and may lead to violence as in case Sheldike Plan, Tukocort.

② Bad name for company etc. ✓ Good analysis of the option.  
 Object to company's push to make best of my father's political credentials.

Merits:

Ⓐ My father's impartiality and neutrality will be upheld

Remarks

Demerits

As a

(a) Company's CEO, I am failing to realize land for its expansion  $\Rightarrow$  failure on duty ethics

(b) May lead to cost enhancement and loss of market share of company

(c) Go for offering more monetary compensation to protesters and get their support.

Merits:

(a) Company gets the land required with due local support

Demerits:

will enhance overall costs to company and is not beneficial vis-a-vis shifting to another location.

Discuss other options like using media to influence, convince management to stop expansion now etc.

MY FINAL CALL:

(A) ~~is~~ Refuse to use my father's political position

(B) Engage directly with locals and their

representatives protesting ~~is~~ in my capacity as CEO

Remarks

(5/10)

① I will extend the following arguments:

- show case the employment generated for locals earlier and concomitant benefits
- Establish the wider benefits to locals on company's expansion
- Appraise them of potential more local employment and scope for self-employment through anilladiy - improving their quality of life and incomes

② Through these arguments I will persuade them to give up land for company's expansion

③ I will ensure minimum land acquisition for needs of company and keep up words on local employment

④ In long run, engage locals through CSR to secure their good will → live the importance of making locals go ahead

Justification: this course of action will ensure that I do my duty as CEO without using undue coercion or abusing my father's authority → "win-win" for all.

Remarks