

# GS SCORE

TEST - 04

85 1/2

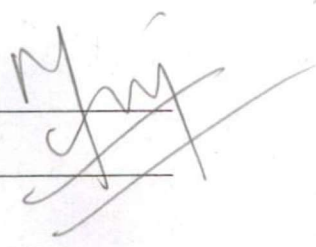
## ETHICS, INTEGRITY AND APTITUDE

Time Allowed: 3 hrs.

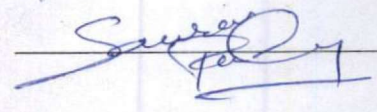
Max. Marks: 250

| 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 \_\_\_\_\_  
 2. Invigilator Signature \_\_\_\_\_



Name SAURAV PANDEY \_\_\_\_\_  
 Roll No. \_\_\_\_\_  
 Mobile No. \_\_\_\_\_  
 Date \_\_\_\_\_  
 Signature \_\_\_\_\_



## Section - A

1. Why is obedience important in an administrative hierarchy? Is it always important to obey the superiors? Mention some conditions in which obedience acts as a virtue and others in which it becomes a vice. (150 Words) (10 Marks)

*manages channel of internal control of personnel state of*  
Obedience is important in an administrative hierarchy because it is a duty to follow organizational rules, respect appropriate authority and interlocked chain of accountability. It brings in objectivity, efficiency and reduces the role of personal biases and constraints.

*good*  
 It is not always important to obey the superiors. These are cases when their orders are illegal and unjust. Example - the SS forces of Nazis obeyed abhorrent orders of Nazi government in the genocide of Jews. ~~This~~

### OBEDIENCE AS A VIRTUE

(+) Once a decision is taken after all considerations, swift and efficient implementation is a virtue.

Example → Providing toilets in rural households as per orders from government.

Remarks

↳ Not divulging state secrets to any foreign government by diplomats is crucial for national security.

### OBEDIENCE AS A VICE

- 1) Partisanship → Implementing government schemes in favoured villages only as per politician's electoral calculations
- 2) Suffering evil rule → Gandhi ji declared that British Raj was evil and he launched Civil disobedience as obeying the British government was a vice.

Obedience is thus characterized as virtue or vice depending on legal and moral considerations.

→ Sometimes decisions of a senior may not be in tune with the larger goals of the organisations.

2. What is the difference between 'Responsibility' and 'Accountability'? How can the public administration be made more accountable to the citizens? (150 Words) (10 Marks)

can be shared and assumed

Responsibility is a proactive allocation of role obligation. It can be legal and moral. Example → Responsibility towards family, environment, corporate social responsibility, etc. more points of differences could be added

imposed & directed answer

Accountability is submission to scrutiny for decisions taken. It is of a nature of negative checks and balances. Examples → Accountability to seniors, Politicians are accountable to electorate,

Various measures of accountability have been and can be taken to make administration more accountable to citizens.

- 1) RTI → implementation and appeals can be processed faster.
- 2) Citizen Charter → at the moment it lacks legal backing. A law can strengthen it.
- 3) Social Audit → Only Meghalaya has brought in a law for social audit. It can be made

Remarks

- a permanent law supported by, CABT.
- 4) Performance Review of administrators involving citizen participation and feedback.
  - 5) Participation even in the planning phase before implementation → Environment Impact Assessment, Societal License to operate before development projects, hazardous industries.
  - 6) Stronger grievance redressal mechanism using technology and social media.

Administrators have a responsibility towards public and delivering government service timely. For this to be fulfilled, they should be accountable to all the decisions that impact public welfare.

3. Explain how ancient Indian concept of "Raj dharma" can help public servants better understand the value of impartiality while discharging duties in public offices.

(150 Words) (10 Marks)

Impartiality implies neutral application of principles, rules and laws. Public officials must not be influenced by any external factors or prejudices that are unrelated to the merit of public welfare cases.

However, a neutral application may sometimes hurt the weak and marginalized

Example → rules may be followed as per majority view and some people may be left out. Application of "gendered" rules may reinforce patriarchy. Providing security personnel for safety may limit their freedom, which happens in rich powerful families. A blanket Uniform Civil Code may be insensitive to diverse cultural aspects of India. Yet it will seem impartial.

Therefore, Raj Dharma is a more useful and inclusive concept of ancient India (Chanakya's Arthashastra) as it envisages

Remarks

the duty of the state to be for each and every citizen. It is akin to Gandhi's Talisman, Sarvodaya and Deen Dayal Upadhyay's Antyodaya concept.

[Impartiality + Equity and Justice to all]  $\Rightarrow$  Raj Dharma, Human/Public welfare.

Principles of "similarly placed should be treated similarly" ensuring justice and equity is also enshrined in our Constitution and implemented through reservation, community specific schemes for women, children, minorities, transgenders, bonded labour, beggars, and others.

Thus, Raj Dharma can bring inclusivity and empathy in public servants while discharging duty.

$\rightarrow$  focus more on <sup>now</sup> conduct in public offices should be :-

$\hookrightarrow$  office should be ruled by law  
 officer must be objective & just.

$\hookrightarrow$  to be met with equal treatment.

Remarks

4. How do you perceive the recent trend of bureaucrats increasingly joining political parties? Is the lure for getting political power after retirement responsible for perceived decline in a bureaucrat's political neutrality while remaining in public office?

(150 Words) (10 Marks)

Analyse as a whole  
 In every election season it is found that bureaucrats enter politics. Despite their good intentions, it is perceived in a negative sense.

Neutrality is something bureaucrats must not only exercise but also seem to exercise.

Yes, perceivably, this can be considered as a possible cause for decline in political neutrality while in office because.

↳ Any bureaucrat who has political inclination as a future career is bound to cultivate contacts and goodwill with politicians.

↳ In the past many examples have been seen where bureaucrats have been prodded and roped in by political leaders themselves. Give suitable

instances to substantiate your argument

Remarks



Although politics is a great platform for public service and bureaucrats have fundamental rights to go for electoral politics, it creates bad perception among public and wrong example for young civil servant.

It is at best avoidable and at the least the immediacy of it can be removed by establishing a "cooling off" period.

✓ Here you haven't discussed what could be probable reasons for this shift.  
Cs address

5. "We can never obtain peace in the outer world until we make peace with ourselves".  
What can a working civil servant learn from this quote of Dalai Lama in this world full of violence?  
(150 Words) (10 Marks)

World is full of violence because of growing shortage of economic resources, fight for political power and social tensions.

*Directly explain the quote with example*  
For a civil servant, an inner peace is important as envisaged here by Dalai Lama in following ways :-

- 1) He must be happy with his work of devotely serving public
- 2) Happiness will bring contentment and he will himself not be involved in competition of material resources or political power
- 3) Peace within oneself, will enable a civil servant to give a patient hearing to people suffering.
- 4) It will bring within him the virtue of humility and realization of duties he has to fulfil with given skills and opportunity.

Remarks

- 6) A peaceful mind will regulate one's own emotions and will be able to provide leadership and motivation to colleagues.
- 6) Peace within self will enable civil servant to dispassionately consider all inputs for decision making without considerations to kinship, prejudices.
- 7) A peaceful person holds no grudge and animosity with anyone. Civil servant can develop good team work this way.

Therefore, before we achieve high standards of professional conduct as civil servant our personal space and mind needs to be well organized and committed.

→ Amidst such blatant reality a mismanaged internal psyche can only make things worse.

6. Police stations are more of a demonstration of power center than service center. Suppose after getting into civil services, you become police head of a district, discuss the steps which you will possibly take to improve the public perception of the police services. (150 Words) (10 Marks)

Briefly explain the role & function of police

Police stations create a sense of fear more than as a centre to provide justice. People do not visit there except when very desperate and often they visit with groups or powerful people.

Steps that I will take to improve the public perception :-

- 1) Conduct a survey to identify the perception by a third party.
- 2) Recognize the root causes of perception
  - ↳ Failure to report crime
  - ↳ women safety
  - ↳ Fear in backward groups and other vulnerable sections.
- 3) Identify stress-levels of police officials.
  - ↳ long work hours?
  - ↳ will demarcate shifts and increase work force.

Remarks

Before giving implementation, discuss the issues in the preps for prominent police-public relations.

↳ Sensitization regarding vulnerable sections and their fears.

- 4) Punish the unscrupulous elements that bring a bad-name.
- 5) Update equipments and infrastructure to remove dark and shady impressions of police station in people's mind.
- 6) Encourage and reward police personnel for standards of public service.
- 7) Sharing of role models, anecdotes and examples of good policing practices.
- 8) Implement a Citizen Charter for my district police stations.

Police perception needs to be changed through transformation in policing practices involving community and leveraging technology.

7. "Great causes and little men go ill together". How does this understanding of Nehru help us in realizing the significance of character while working in public office?

requires better explanation (150 Words) (10 Marks)

Nehru's understanding here means that Great causes require men of character to go together.

[Character] implies strong commitment to values and virtues. It reflects integrity between personal character and public conduct as it is often hard to separate the two.

Significance of character in Public Office

- 1) Consideration of welfare of public is crucial.
- 2) Fulfilment of promises to the extent of delivering public services swiftly and efficiently.
- 3) Resist the temptation of power and privileges.
- 4) Patience in order to bring changes in deep prejudices such as caste, gender.

Remarks

(5) Courage to stand-up to superiors in case of illegal and unjust orders.

(6) Probity to stand open to scrutiny by public requires character.

(7) Admitting mistakes in order to rectify policies and decisions.

Public service is a great cause. and men without character tend to break public trust and bring a bad name to this profession.

eg.

of the nature of work demands dedication, impartiality, leadership etc. if the person manning the office doesn't possess these, the task may not be accomplished.

8. 'People make institutions and institutions make the nation'. Give suggestions to improve the ethical competence of public institutions. (150 Words) (10 Marks)

Ethical competence of people strengthens public institutions. These institutions strengthen public trust in governance mechanism. That trust builds a society of law abiding citizens in harmony. Thus it makes the nation stronger.

Example → T. N. Seshan took over Election Commission when booth captures and riggings were common place and public was fast losing the trust in institution as well as in electoral democracy. He implemented model of code of conduct with honesty and courage and till today Indian elections are recognized favourably world over.

Suggestions to improve ethical competence

- 1) Transparency in electoral funding, cap on total expenditure by political parties
- 2) Bringing all public institutions under RTI

Remarks → giving suggestions for improvements in the system of public institution as a whole.



to usher an era of transparency → especially Political Parties, judiciary.

3) Making Citizen Charter statutory

4) Code of Ethics → Neutrality of civil servants  
→ Politicians should not make civil servants act in a partisan manner.

Should be implemented through Public Service Bill

5) Judicial Standards Accountability Bill.

6) Code of Conduct for Parliamentarians.

7) Apart from legal measures, training based on ethics and morals should be mandatory and public discourse should be based on ethical norms.

Ethical competence is a multi-faceted and difficult virtue to obtain because of so many stakeholders acting in self-interest. Legal and societal ethics need to be together reformed.

9. The sanction behind the execution of 'Citizen Charters' are more moral, than legal. Critically analyse this statement. (150 Words) (10 Marks)

Citizen Charter is a document of declaration by government offices which promise to deliver a certain type and quality of service in a time bound manner. It also contains grievance redressal mechanisms.

But it is more moral than legal because

- 1) It has no legal backing.
- 2) Most government offices have failed to implement.
- 3) Even where implemented, the quality standards and timelines are unrealistic.
- 4) No appropriate training available to draft citizen charter.

Remarks

Citizen charter must heed to 2nd ARC recommendation and make provide realistic service targets based on public feedback. Governments should make it a statutory document and penal provisions should be there for non-implementation.

Citizen charter is an effective tool to attain public satisfaction and trust. But with merely moral backing ~~of~~ trans accountability and no legal backing, accountability is discretionary and highly diffused.

→ Here the question demands you to critically reflect on the statement that it has merely moral backing. And explain how this moral backing is of great advantage.

→ It educates people which itself puts public officers in discomfort & led to revolutionary steps like RTI, etc.

10. 'Law should be so succinct that it can be carried in the pocket of the coat and so simple that it can be understood by a peasant'- Napoleon. Illustrate.

† (150 Words) (10 Marks)

Laws should be simple and short. because when laws are complex and lengthy they are counterproductive.

Complexity of laws is one of the reasons for corruption. Public officials harass common citizens based on them. Common citizens run from pillar to post to receive basic government services.

Complex laws give chance to take bribes. They enable collusive corruption which are hard to track. Money laundering is one such example where clit funds, etc use laws to evade authorities.

Complex laws deter access to justice. Complexity increases reliability on lawyers who exploit unaware citizens.

Remarks

Simplified and transparent laws, with clear cut organizational goals and public service standards should be aimed. That will avoid evasion of law as well as access to justice will increase. Imposition of complex laws is plural ✓ feeling, create chaos. Discuss

Laws that are ultimately manifestation of morality should be such that they make people more ethically competent.

11. 'Ethical analysis of a problem is usually sidelined in bureaucracy because it goes against the interests of both the politicians and the civil servants'. Comment.  
(150 Words) (10 Marks)

The above statement highlights the bureaucracy-political nexus as well as some scenarios where decision-making needs to be expedited.

Discuss what ethical analysis of any problem means

Ethical analysis is often sidelined because common interests such as -

- ↳ Financial gains, cronyism
- ↳ Lust for power
- ↳ Future political position to bureaucrat
- ↳ Partisanship, kinship, with some group -
- ↳ Animosity with some group or another political party.

Sometimes, speedy decisions are also needed and ethical analysis is bypassed, such as: -

Remarks

- ↳ matters, of national security
- ↳ criminals using loopholes in the legal mechanism.
- ↳ urgent need of poor and vulnerable sections, e.g. Illegal houses being allowed against law

In the light of absence of ethical Code of conduct, no Public Service Bill and immense areas of discretionary powers, ethical analysis becomes a expendable when bureaucracy and political parties conveniently reach consensus. Therefore, transparent decision making is required.

- ✓ Traditional legal-rational approach is disused.
- ✓ Also include need for a moral-legal-rational approach.

12. What do you understand by the term 'iceberg of corruption'? Do you think India's problem of corruption is more systemic than it appears? (150 Words) (10 Marks)

"Iceberg of corruption" means that the problem of corruption is much larger and with much deeper roots than it is visible.

It exists in government bodies, PSUs, corporates, NGOs, educational institutions, judiciary as well as in media. Therefore, I think India's problem of corruption is more systemic than it appears.

Generally, corruption is limited to following acts:

↳ Gratifying oneself financially

↳ Bribes, quid pro quo.

↳ Enrichment of oneself and having disproportionate assets.

However, there are many more systemic arenas of corruption identified by the Second Administrative Reforms Commission.

Remarks



- (i) Perversion of constitution, democratic institutions and wilful violation of oaths of office without any money involved.
- (ii) Undue influence of authority to favour or harm anyone due to partisanship or prejudice. This is also beyond money.
- (iii) Obstruction of law enforcement. This is a failure of justice through corruption.
- (iv) Drain on public resources through a lavish lifestyle which doesn't believe in a society suffering from poverty.

Corruption causes delays, drain on resources and compromised security. Government should simplify procedures and reduce its regulatory roles and discretionary powers. But it is so deep that laws and political will also will fail without individual conscience.

You have not analysed the reasons of such systematic corruption.

Remarks

26  
39

13. Which of the following is a better strategy for a public servant:

- (a) Always complying with provisions of blue book (constitutional provisions and rules) irrespective of the political party in power.
- (b) Irrespective of provisions in blue books, interpreting and bending the laws, rules and regulations according to the wishes and desires of political party in power.

Give reasons in favor of the strategy you prefer and choose. (150 Words) (10 Marks)

Both the above options are two extremes of public service strategy.

a) rule-bound strategy brings in universal application, objectivity, beyond personal biases and constraints implementation. However, it can sap innovation, deter initiative and new solutions, ignore democratic view points of elected representatives and people.

(b) wishes and desires of political parties may be bona-fide and in public interest but it can also be partisan and based on animosity towards certain groups.

Therefore, I would choose a strategy which aligns with my organizational goals of public service :-

Remarks

- 1) Follow rules and orders of my seniors if no visible problem - as per my duty.
- 2) My duty will not extend to illegal, unjust orders based on partisanship.
- 3) Give time to consider the fall-outs of bending the rules and procedure to political authorities.
- 4) If there is no harm to any person, no loss to government organization's public trust, and larger consensus, I will implement swiftly and effectively <sup>irrespective of</sup> ~~despite~~ my personal views.

being in  
my  
subjectivity  
which can  
lead to  
many  
undesirable

Hierarchy and rules bring an interlocked chain of accountability whereas public through their leaders in political parties represent democracy. Both need to be harmonized.

## Section - B

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

14. Ratandeep, an orphan, is a 30 year young man who lives in a small town of Punjab. Ratandeep does not have much for sustenance. He does some part-time work in a Real Estate company as he is incapable of holding a full-time job due to a drug habit. He has also served jail for quite some time for possessing drugs, which he kept for his own consumption. He never sells it, nor is he involved in any other crime. But community members of his locality do not like him at all. Few senior members of his colony have approached you as you are the Police Inspector of that area. Community members have put pressure on you to arrest him, considering him as a threat to society. Community member also approached the local political leaders to do something about it. Since that community is a potential vote bank of ruling party, so you are quite aware that sooner-or-later you will get instructions from political quarter also to do the same. Answer the following questions based on the above situation:

- Discuss the dilemma tangled in this case?
- Is it ethical to take strict action against him?
- In what ways can you intervene in the life of such drug addicts?

(250 Words) (20 Marks)

The problem in the given case is of drug abuse and resultant social exclusion of those who do not have social security nets. As the Police Inspector of that area, it is my role to maintain law and order by ensuring justice to everyone. The problem, however, is in deciding the course of action - whether punitive or reformative as final goal should be inclusion and social harmony.

(a) Dilemma entangled in this case is whether I should take strict action on him despite

Remarks

him not committing any serious legal offence or exercise empathy and be slack on the Rataandep. It is a conflict between greater good of most number of people of that area and providing opportunity and justice to the weak and vulnerable.

(b) It is not ethical entirely to take strict action against Rataandep. However, legal provisions do warrant some action against drug abuse.

Rataandep lacks sustenance, opportunity and social security. As a society and police official, it is a duty to ensure justice is done to him. A reformatory and industrial approach is more ethical which can help in his integration into society.

(c) There are various ways to intervene in the life of such drug addicts.

- (i) Awareness about illegality of drug-use.
- (ii) Ensuring that no law and order problem is created by miscreants.

Remarks

(iii) While creating deterrence using my police inspector role, I can further warn him that he should not indulge in drug use.

(iv) Approach local rehabilitation centres and involve civil society to ensure he is taken care on his path to quit drugs.

long term awareness campaigns in that area about the menace of drug-use, and highlight dangers associated with it.

↳ creating Behaviour changes.

↳ Systematic reforms such as ensuring implementation of social security schemes involving all stakeholders.

Drug abuse is a law and order as well as social problem. Addressing it will require deterrence as well as changes in social attitude and inclusive development.

Remarks

15. A private school has dismissed a teacher after claiming that she had failed to complete her six-months probation period to a satisfactory standard. But the actual reason was that she had been suspended from the job after just three months on the grounds of her HIV status. But the school does not want to make it a formal reason for her dismissal. She is friend of your wife. She is hesitating in making a formal complaint to the competent authority. Your wife discussed this issue with you as you are the District Collector. She expects something from you but fears that if the matter goes public it will hurt the sentiment of the victim as she herself didn't want to do anything.

(a) What options you have as a district collector in this case?

(b) Discuss course of action that you will take and justify every steps.

(250 Words) (20 Marks)

The visible issue is one of social discrimination rooted in prejudice and lack of awareness about HIV. I need to ensure that such discrimination do not happen as it is unconstitutional, illegal and unethical. Since it is an unspoken deep-seated attitude and there is no evidence, rectifying the problem is a challenge.

(a) To achieve equality and society free of discrimination, I have following options.

(i) Take strict action against the private school  
Merit : Constitutional values ~~under Article 14~~ will be established.

Demerit : Lack of evidence and the victim herself may deny the charges due to social pressure

Remarks

It's an informal complaint made to you via - your wife

address issue of locus standi

(ii) Send a show-cause notice to the private school demanding transparent disclosure of probation criteria.

you give her confidence to fight for her right

Merit: Giving a chance to the school to give their view point or show impartiality

Demerit: Victim may have performed as the school claimed and discrimination wouldn't be proved.

(iii) Taking the victim in confidence, giving a legal warning of taking action.

Merit: Establish legal precedent and making the victim aware of her rights

Demerit: It is a one-off solution only but the discrimination of HIV positive public persons is widespread.   
 What if she might not want to disclose matter in public person due to social stigma fear

(b) My course of action would be as per option (iii) and also I will undertake long term social awareness program

Remarks



to change behaviours and attitudes of people in my district. I will use already established campaigns by civil society as well as analyse government schemes.  
the challenges involved

To resolve this problem strict legal enforcement, awareness of rights and long term attitude change is necessary.

Generate more options :-

→ You can involve more NSOC, NABC  
 to look into the matter & deal effectively.

16. You are working in a big government organization as a head. Under you, there is a team of seven people. A senior administrative officer has recently joined it. He is very short tempered and yells at his subordinates even on small issues. Due to his position no one utters a word and feels very humiliated. You have noticed the lack of participation of the subordinates in the project due to his behavior. Also, you know that your subordinates and colleagues expect something from you.

(a) What are the options available to you?

(b) Evaluate each of these options and choose the option, you would adopt, giving reasons.  
(250 Words) (20 Marks)

The officer who has recently joined the team under me has shown bad professional conduct and weak team spirit. My role here is to establish a harmonious work culture to achieve participation and efficiency. Challenge/constraint for me is my obligation to him as a colleague and team member.

(a) To achieve my goal of team work, I have following options.

(i) ~~But~~ Rebuke the officer and ask him to change his conduct using my position as team head.

Demerit: This may lower his morale and create negative environment hampering individual performance.

Remarks

Merit: Code of conduct will be enforced as per rules.

(ii) convey politely to him about the team environment & I envisage and what his role must be.

Somehow  
same  
with opin

Merit: He may respond favourably to this feedback and change behaviour.

avoid  
repetition

Demerit: His conduct might not change.

(iii) Ask other team members to be patient in case he (new officer) is taking his time to adjust.

Merit: The new officer may blend in with the team while maintaining his own morale.

what  
about  
bypassing  
me

Demerit: Laxadaisical approach will erode my authority and discipline in the team. I can not ignore organization-  
al conduct and goals as it is my duty.

hierarchy

My final course of action would be to assign convey to him the kind of behaviour warranted in the team and how that discipline is important. Team work and performance will be encouraged by me and rebukes will be given only as a last resort and avoiding humiliation of any team member.

Generate more options

(g) ↳ Realignment of work allocation

17. You are a senior civil engineer in charge of a very big road project. You find that project contractor is working honestly and strictly as per the work schedule and also maintaining the quality of work. Suddenly his only son met with an accident and hence he is preoccupied in his treatment. The project got delayed and the quality of work got slightly affected. Your subordinates are putting pressure on you to take strict action against the contractor.

- (a) What are the various options available to you?  
 (b) Evaluate the merits and demerits of each option and choose the option you would adopt. Give reasons. (250 Words) (20 Marks)

The case shows a problem of personal tragedy affecting efficiency in professional environment. My role is to maintain organization's conduct keeping goals in mind. It will be difficult because the contractor is an honest team member who is suffering personally.

(a) To achieve project target and quality along with supporting a valuable colleague in times of distress, I have following options.

(1) Talk to him in order to support and motivate.

Merit: words of encouragement by colleagues may help him in overcoming grief sooner.

How this is an option to solve the problem

Remarks

This can only give him emotional support

Demerit: The project may still suffer time overruns and quality issues.

(ii) Replace him with another contractor

Merit: Project will get back as per schedule.

Demerit: Losing an efficient contractor especially in time of grief. He is unavailable only because of unforeseen natural circumstances.

(iii) Continue with him as contractor requesting

others to empathize and support in overcoming project delays.

Merit: Since project is already delayed and quality is slightly affected, only quality can be restored which can be done by motivating the contractor with everyone's support.

Demerit: The quality may further deteriorate and my role as civil engineer will be not fulfilled.

Remarks

My course of action will be to encourage all team-members to get back on track. Contractor has the capability. He needs mental support and psychological support. If at all the contractor is unable to deliver, I will replace him with another contractor but ensure the good work is recognized.

How about honoring the contract and ask contractor to informally delegate the work to different competent party.

Discuss  
the  
challenges

18. You are a senior civil servant. One of your officer friend is hard working, completes her work on time but always demoralizes her subordinates by blaming them for one or the other thing. She keeps everyone on toes. Often she shouts in her office and wants to just follow the blue book while working. She also insults the junior officers if one fails to get the things done. Her only mantra to work is to "get the things done -whatever it takes". Due to this bossy attitude, your friend is not liked by the subordinates and because of her uneven relation with her team members, she fails to portray a good office culture. Most of the colleagues know about this case but no one wants to discuss it because of your proximity with that lady officer. However, one day one close friend who happens to be your colleague briefed about the problem the subordinate officers are facing.

Answer the following questions based on the above case:

(a) What are the options available to you?

(b) Bring merits and demerits related to each option and discuss the best option.

(250 Words) (20 Marks)

The problem here is of strict rule-bound bureaucratic nature of my friend that weakened a team culture and reduced participation. As a senior civil servant and colleague I must rectify this work culture. However, jeopardizing friendship is a constraint.

(a) To achieve a balance between organization's rules, hierarchy and a democratic team work, I have following options.

(i) convey to my friend that she can tone down her bossy attitude <sup>It can be done on</sup> informal personal level.

Merit: She may realize her mistake and change behaviour.

Remarks



Demerit : She can rebuke her colleagues even further and my friendship may also be deteriorated. <sup>Politeness of you</sup> ~~post~~ also ~~has to~~ be maintained.

(ii) Share with her the work culture stories and examples where collegiality is healthy leading to high performance.

Merit : Examples may inspire her to achieve similar professional conduct.

Demerit : Since everyone has individual approach, she may choose to continue her behaviour.

(iii) Explain to her that even if decisions are taken at the top of hierarchy, the processing of decisions occur at lower levels as well as in teams and she must not antagonize team-mates based on rule-book and ends alone.

Merit : This will be an appeal to her intelligence as civil servant and will be most likely favourably considered.

Since you are senior you can also choose to transfer the lady officer discuss merits & demerits.

Remarks

Demerit: It might be seen as an interference and high-mindedness from my side.

I would choose the option (iii) because it is an appeal to cognitive domain and since my friend is end-oriented person, she may find relevance in it.

Civil servant has obligation to rules, public as well as colleagues. All of these must be duly balanced.

In all these options you've somehow chosen to talk to her in different tones.

→ Generate other methods.

1 1/2

19. You are a doctor in a government hospital. One of your lady friends got married in a very rich and influential family. However, with passage of time you came to know that the family is very conservative as she visited you to seek your help in determining sex of the child at fetus stage. As her in-laws want a boy child to act as the inheritor of the family, they have also ordered to abort the child if it is a girl. Later her in-laws insisted hard and connected the doctor with the health minister on the mobile phone. The minister told the doctor to help them in all possible manners without saying anything about the issue at hand. Thus, reporting about the issue to police is a waste. What options do you think you have in this case and what course of action will you take after evaluating all possible options?

(250 Words) (20 Marks)

This is a case of blatant violation of law against female foeticide which is not only legally disallowed but also penalized. It is morally abhorrent and my role as a doctor is to uphold law and avoid this at all costs. It will be difficult because the social evil is deep and widespread in attitudes and the health minister is pressurizing me and my lady friend.

(a) In order to prevent this crime and protect my lady friend from further victimization, I have following options.

(i) Refuse to determine sex of the child  
merit: It is legal and it will buy some time to take further action to protect my friend.

Remarks

Demerit: They may resort to other hospitals and doctors as they are in contact with minister.

(ii) Complain to the police and keep a record

Merit: Even if minister is involved, a written FIR will deter the family.

Demerit: FIR may not be lodged at all under abuse of power.

you might face abuse by her in law

(iii) Since complaint is a waste, I will resort to help from media and civil society

Merit: Public naming and shaming will even deter the minister along with the family. My friend can be provided protection and shelter by NGOs.

Demerit: It can create serious threat of life for my friend and me.

My course of action will be to collect all the evidences that can show the plight of my friend and file FIR involving other friends. If FIR seems unlikely, I will resort to protection of my friend through civil society & or other support like Swadhar Greta and Swadha pass on the information to media which no official complaint would be possible.

Female foeticide is the highest form of violence which should not be allowed in today's society at any cost.

Generate more options

↳ How about involving senior doctors ->

↳ making aware your friends in-laws about its legal repercussions.