

XS

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 19 questions. • All questions are compulsory. • The number of marks carried by a question is indicated against it. • Answers to questions no. 1 to 13 should be in 150 words, whereas answers to questions no. 14 to 19 should be in 250 words. • Keep the word limit indicated in the questions in mind. • Answers must be written within the space provided. • Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.
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1. Invigilator Signature _____

2. Invigilator Signature _____

Name SHIRBEN PRAKASH

Roll No. _____

Mobile No. _____

Date _____

Signature _____

REMARKS

GS SCORE
GS MAINS TEST SERIES 2020

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Section - A

Q1. Explain the concept of 'crowd funding'. How does crowd funding expand moral community? Illustrate. (10 Marks)

Crowd funding is a form of funding wherein the recipient or the person in need of funds calls for them from the public or community at large. examples for medical procedures, community development work, etc.

Crowd funding - Expanding moral community

→ Crowd funding by persuading people to contribute for noble or common causes helps in reinforcing the feeling of mutual interdependence in society.

→ It also helps in bringing out the notion of Trusteeship, that is, those individuals or organisations in society who possess resources hold it in trust for the entire society.
example: community development work can encourage the economically privileged to contribute which helps the poor.

→ It can also encourage the ethical values of kindness, generosity, empathy and compassion giving rise to a socially sensitive

Helps create socially owned assets.

Remarks

society and can also improve social harmony

However, there is also a need to ensure that crowd funding is carried out for ethical causes and there is ~~an~~ transparency in funds collection and use.

Crowd funding thus plays an important role in expanding moral community

Well written. Frame the answer better.

(4)

Q2. 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? (10 Marks)

As leaders or superiors heading any project or team, providing leadership and direction to colleagues and subordinates and be empathetic and understanding. At the same time, there is also the need to ensure discipline and good performance.

Comment on his performance (subordinates)

→ I would undertake constructive criticism that is, I would point out that the subordinate did not undertake the task in the appropriate manner.

→ ~~there~~ At the same time, I would also take into account his prior training and experience in handling such cases and prescribe the suitable course of action.

→ P

Precautions taken while criticizing work performance

→ Fair and just criticism: Sometimes inability to complete tasks may be a result of extraneous factors not under their control. Hence, a detailed appraisal is necessary.

Discuss the importance of taking into account how human frailties can lead to errors

→ Criticism should encourage improvement and enforce discipline while at the same time, motivating the subordinates.

→ Criticism should remain limited to the task at hand and refrain from making any undue personal comments or discriminating on any basis (caste, sex, etc)

Criticism should not be vague. It should be to the point
Criticism should be backed by facts

Performance appraisal has to be outcome based and take the worker or employee towards better work performance and not demoralise him or her.

3.5

- Q3. What is Mill's "Harm Principle"? Do you think it can help us develop more tolerance on an individual level and the attitude of peaceful coexistence with plurality on the societal level? (10 Marks)

Remarks

Remarks

Q4. Too many of us are not living our dreams because we are living our fears. What is your dream and the biggest fear of your life? What steps have you taken to achieve your dream while overcoming your fear? (10 Marks)

As human beings, we harbour dreams and aspirations which may be material or spiritual. However, we are also haunted by our fears. To live a fulfilling life, we have to let go of them to achieve our goals.

My dream is to make my parents proud ^{of me} by doing well in my professional sphere as also being a morally upright person. I also wish to contribute to society and play my part in providing a solution to the issues we face.

My biggest fear is that I may not be able to do so due to the fact that I fear failure as a result of my shortcomings. (Anxiety, nervousness)

Steps that I have taken to overcome my fear

→ Consistent hard work and persistence and Formulating a strategy to achieve my goals. (short term or long term like success in entrance examinations) and making hard to achieve them

→ Developing emotional intelligence: by

Remarks

Discuss fear. Is it an absolute negative? Can it be a motivating factor?

trying to be self-aware and undertaking regulation of ^{my} emotions, and identifying stress triggers.

→ Being optimistic and trying to not let obstacles deter me from giving my best

→ Reading about the lives of people like Mahatma Gandhi, Nelson Mandela, famous sports personalities and administrators to understand how they conquered their fears

→ Practising meditation for self control

Our biggest obstacle to living our dreams is me ourselves. If we let go of our fears and embrace our dreams, we can always achieve them irrespective of their magnitude

Can tackling fear head on lead to success?

Draw generalised conclusions from your personal experiences.

3

Q5. Compare and contrast 'emotional intelligence' and 'social intelligence'. Discuss how they together help us better manage our relationships. (10 Marks)

Various studies have now shown that having a high intelligence quotient (IQ) is not sufficient to be successful: Emotional and social intelligence is also necessary to enable an individual to function to his/her potential

Emotional intelligence (EI) is the ability to understand ~~the~~ ^{one's} emotions and those of others and to discriminate among them and use the information to guide decision making. Social intelligence, ~~on the~~ is the ability to develop requisite interpersonal skills to enable relationship management by understanding others emotional cues.



While emotional intelligence may be centered around self regulation and self awareness of one's own emotions, social intelligence is instrumental in developing healthy relationships with the outside world

Remarks

Well written

Better management of relationships Both
 → help in developing requisite social skills
 which facilitates better understanding of
 emotions and may help in reduce social
 conflict

→ It also reduces communication barriers by
 enabling one to reduce ambiguity in communication
 with others.

Thus, EI and social intelligence
 play an important role in enabling individuals
 to function effectively both in professional and
 personal lives.

A well rounded answer.

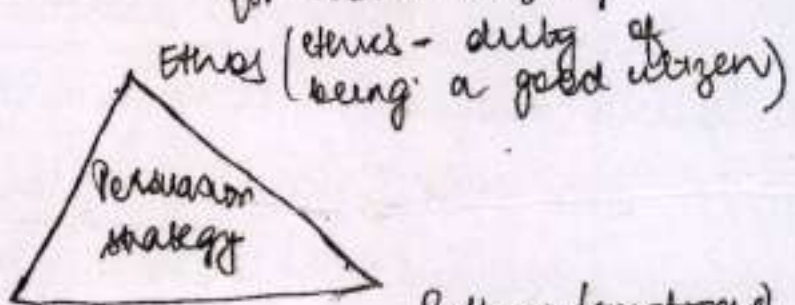
(4.5)

Q6. Imagine you are asked to assist with college-wide campaign to increase use of seat-belt. How would you persuade the college students? (10 Marks)

Persuasion is the ability to influence the behaviour and attitude of the target group members in the intended direction.

In that case, Target Group Members: College students
Intended direction: increase the use of seat belt for road safety.

- Relevant arguments
- Multiple arguments
- Credible speaker
- Facts & figures



- Display of counter attitudinal messages -
Making messages, ^{shown on social media} and warning boards attractive by using slogans or phrases that are congruent with the students
- ~~increase~~ Effective information, education and communication campaign through

Remarks

- 7 bringing public disapproval of for not wearing seat belt and involving local leaders and famous personalities in the campaign to widen appeal.
- Encouraging students to be a part of the campaign themselves.

Changing attitudes and behaviours requires sustained communication over a long time in clear, non ambiguous messages and taking care to deliver it in similar cultural contexts to ensure internalisation.

Discuss the CAB components of attitude formation.

3.5

Remarks

Q7. 'People make institutions and institutions make the nation'. Give suggestions to improve the ethical competence of public institutions. (10 Marks)

An Institution can be defined as the set of rules and procedures formulated for achieving a particular goal or tasks

People $\xrightarrow{\text{WORK CULTURE}}$ Institutions
Values, Morals and attitude.

Institutions $\xrightarrow{\text{Laws, Rules, Regulations}}$ ~~People~~ Nations
Reinforce desirable behaviour, provide sense of ^{collective} identity beyond individual identity, help in achievement of national aspirations.

Problems in public institutions (Ethical Issues)

- Lack of ethical literacy
- declining societal values
- lack of accountability and transparency
- declining work commitment and initiative taking.
- Nepotism and corruption

Suggestions for improving ethical competence

→ Recruitment: Selecting individuals with requisite technical and social skills and with a

Discuss how
institutions are
the building
blocks of
a nation.
Use
examples.

base
paragraph

- genuine commitment towards public welfare:
- Rigorous training and outcome based performance appraisal that is efficient personnel management, reducing security of tenure and reduction in nepotism through multi member boards for transfers, etc
 - Code of ethics along with code of conduct to guide public servants in ethical dilemmas.
 - Improving accountability through time bound disciplinary proceedings, swift and compliant imposition of punishment, to the public through citizen's charters, public services management code

Good suggestion

The fulfillment of ^{national} goals and public welfare requires ethically and technically competent public institutions as the primary medium to do so

3.5

Q8. Explain the difference between Aristotle's Golden Mean and Kant's Golden Rule. Citing examples, discuss how they can help us take moral decisions in everyday life. (10 Marks)

Making moral decisions in life can be difficult due to the compulsion of choosing between equally desirable values. In these situations, Aristotle's Golden Mean and Kant's Golden Rule can be helpful.

Aristotle's Golden Mean: States that all desirable values (virtues) are the mean of extreme values which are undesirable. For example: Courage is the mean of recklessness and cowardice.

Kant's Golden Rule on the other hand states that all such acts are moral which are performed for the sake of fulfilling a duty. Thus, Kant may advocate following an extreme value if ^{one} believes that doing so is necessary for the sake of duty.

Guide to taking moral decisions

→ Aristotle's Golden Mean can help us in maintaining equil equilibrium in our decisions.
eg: not being overcome by greed but striving.

Not the "mean" It is an intermediate b/w two conditions of excess or deficiency

Refresh your concepts

for one's rights. (material ambitions)

→ Kant's Golden Rule can help us in times of ethical dilemma. eg: civil servants may have to make tough decisions which can affect their lives. In such cases, Kant's rule of upholding the performance of duty of public welfare can be helpful.

→ Golden Mean and Golden rule can help in reducing the tendency of consumerism (merely ^{by following} extreme ~~values~~ attributes and duty of protecting the environment)

→ Developing honesty, integrity in our everyday tasks

Golden Rule asks you to "Do unto others as you would have others do unto you"

(2.5)

Q9. Differentiate between treating a work 'as a career' and 'as a calling'. How would you like to treat your aspiration of becoming a civil servant? (10 Marks)

~~" Work is ^{duty} holy and devotion to work ^{duty}~~

→ The

Work for individuals can be a means of satisfying material as well as emotional aspirations. The driving forces for work can be material comfort ~~or~~ ^{or} passion or love for whatever one does.

Work as a career:

In this scenario, work or profession is primarily meant to satisfy material ambitions and to a certain extent, emotional needs.

It may not be necessary that one is enthusiastic or passionate about it.

• Satisfaction and contentment depend on material or external factors on the consequences of work.

Work as a calling

Here, work goes beyond material ambition and is the outcome of a strong desire of emotional fulfillment and passion for work.

• Contentment is derived from the very act of doing the work and does not depend on material benefits or external environment.

My aspiration of becoming a civil servant -

A calling: The intense desire to make an effective contribution towards the nation's

Remarks

As career: Focus on money, power, prestige or professional advancement.

As calling: An intimate emotional bond with work/vocation.

potent problems drove me for considering the civil services. @ @

→ Dedication to public service for me goes much beyond what is merely a career: For me, civil service is a calling since I ^{hope} ~~wish~~ to be prepared to face insurmountable challenges and yet not lose my zest for ^{the} ~~public~~ ^{upholding} public interest.

Write a balanced answer

Discuss the importance of the job both as a career & as calling

For a nation to succeed, individuals who treat their work as a calling are required in all fields. We can draw examples from great leaders like Gandhi, Patel, etc who responded to their inner calling and not merely treated work as professional ambition.

(35)

Remarks

Q10. An attitude of contentment is an antidote to the tendency of consumerism. Do you agree with this idea of contentment? Discuss. (10 Marks)

In today's world, we see rising greed and aspirations which has had adverse consequences for societal ethics and values as well as for the environment.

Attitude of contentment requires an individual to be satisfied with whatever she possesses in terms of material comforts and not become overpowered by greed and ~~unquenching~~ never ending desires. Consumerism is also emotionally harmful since it brings about anxiety, ^{restlessness and} social conflicts. ~~and~~

~~not~~ contentment
Antidote to consumerism

- Being content with our own possessions and lives has been stipulated by texts like the Bhagavad Gita and Upanishads (Isha Upanishad)
- The Buddha's ~~of~~ Desires as being the cause of suffering is one of the major doctrines of Buddhism and adoption of the middle path is advised (Moderation)
- Thus, an attitude of contentment can reduce the degradation of environment by reducing our needs & can also prevent corruption and moral

Remarks

Discuss how modern society's focus on productivity and competition has created limitless hunger for pointless acquisition and instant gratification

violence in society and improve social harmony.

→ ^{Attitude of} Contentment is also beneficial for the individual as it enables self control and emotional management.

However, one must ^{always} strive for personal and professional improvement in an ethical manner. ~~Stagnation~~ Contentment does not mean stagnation and motion is the sign of life.

Holistic education is necessary to ensure that we develop individuals who can be content with their lives but at the same time strive for self actualisation.

(3.5)

Remarks

Q11. "Even if a snake is not poisonous, it should pretend to be venomous". Do you find this prescription of Kautilya relevant for the present day world? (10 Marks)

Today, the world and society are evolving and we are witnessing a flux in interpersonal, societal, national and international relations. These changes require calibration in our external conduct.

The above mentioned quote of Kautilya holds relevance in the present day world:

- In the context of international relations, it is important to portray requisite military strength for deterrence. For eg: India ~~follows~~ follows a No first use Nuclear policy wherein it has credible minimum deterrence but ensures that it will not attack first and will only retaliate.
- In all interpersonal relations, we must always ensure healthy relationship management, but at the same time, prevent unscrupulous individuals from taking undue advantage. That is, pretending to have venom even when not being fatal.

Explain the
what it
implies and
during
examples

Remarks

→ At work places, discipline and work commitment are important. Thus, in both the public and the private sector, we must ensure that we have effective deterrents for unethical behaviour but we do not harm ~~or~~ or always act in detriment of using employees' energy.
opportunities for improvement

~~Thus, Kautilya has injected~~

Thus, Kautilya's quote is aimed at ensuring that administration is carried out efficiently and effectively with adequate deterrence and restraint.

Discuss Kautilya's focus on domination & the lust for power.

Mention the shortcomings of such an approach in the modern world.

(3)

Q12. Your friend is an amazing athlete. He excels at basically every sport he tries. Unfortunately, you are not quite as athletically gifted. What strategies can you use to avoid feeling bad about your own sport abilities in comparison to your friend? (10 Marks)

Different individuals possess different skills or similar skills in different amounts. Such situations can give rise to interpersonal conflicts or mental imbalance in the context of material success or failure.

In the case above, my friend's abilities surpass mine. This may be due to his innate physical abilities or due to the fact that he works harder and smarter than I do or a combination of both.

Strategies that I can use to avoid feeling bad in this situation:

→ Develop emotional intelligence: Self awareness requires one to have a comprehensive idea of one's own strengths and weaknesses and engage in realistic goal setting

→ At the same time, I would not be deterred by my shortcomings but strive to improve them and be optimistic and willing to learn from him.

→ Competition with oneself to be the goal and not

I miss the importance of acknowledging your feelings of jealousy

Remarks

external competition always. ?

- Explore other areas where I can excel
- Adopt a positive attitude towards life and not be dissatisfied by my abilities, = that is develop positive self esteem and self confidence.

Hence, by engaging in self realization I can avoid the feelings of dejection or jealousy and be genuinely happy with my friend's achievements while not belittling my own

Discuss the futility of such comparisons.

(3.5)

well written

Q13. What is Ambedkar's understanding of "Constitutional morality"? How can it provide a framework to resolve conflicts in the Indian society having ethical pluralism? (10 Marks)

Dr. Ambedkar advocated constitutional morality as a means of organising society's norms and bringing about social, economic and political justice.

Constitutional morality stipulates ^{defining} ~~being~~ standards of right and wrong on the basis of the ideals and principles laid out in the constitution. example: equality, justice, liberty, etc.

~~Text~~ Constitutional morality, at times, comes into conflict with religious morality which stipulates that the standards of right and wrong are to be decided in accordance with religious tenets.

This throws up situations where an individual or group's rights may be ^{perceived to be} ~~violated~~ for upholding religious morality. example: women's entry into certain temples or mosques, etc.

Constitutional morality: Framework for ~~text~~ conflict resolution

→ by emphasising on ^{universal} principles that advocate welfare and empowerment for all. Constitutional

Remarks

morality can provide a mechanism for solving conflicts by trying to ensure equal rights for all and thus reducing social inequalities.

→ Constitutional morality can also take the society on a progressive path by shunning inegalitarian practices or customs which subjugate certain groups like women, 'untouchables', castes, etc.

→ It can also facilitate the development of individual morality and formulation of ethics which stipulate ethical treatment of all individuals.

The conflict between religious morality and constitutional morality can only be resolved when individuals and religious groups themselves bring about internal reform.

A very well written and answer that covers all bases.

4.5

Section - B

Q14. 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. (20 Marks)

The above case is centered around the conflict between professional duties and personal responsibilities.

Issues:

- Inability to reconcile official and family responsibilities
- Professional dissatisfaction affecting mental equilibrium: (suicidal tendencies)
- Inadequate systems of reward and recognition.

Values

- honesty and integrity
- sense of duty and dedication to public service

Suggestions

Remarks

Mention
it as part
of your
intro.
It doesn't
add much
value to
your
answer

1) Continue working without registering any complaint or dissatisfaction

Merits:

→ It would eliminate the possibility of any disciplinary repercussions and not affect organization's work

→ It would also uphold the principle of dedication to public service which stipulates performance of duty under every circumstances

Demerits:

→ No solution to the mental ^{non fulfillment of} issues and [^]

personal duties

⇒ Feeling of dissatisfaction may negatively affect interpersonal relationships and work

2) Reporting to the seniors or colleagues ~~and~~ about unfair treatment and refusing to come to work during leave

Merits: It could result in the withdrawal of such treatment in future and also enable the person to give time to his personal obligations thus improving his mental health

Remarks

Good decision of merits & demerits

Demerits: → Adverse professional consequences by setting a poor precedence: which may be taken as reluctance to handle significant tasks.
→ shows poor dedication to duty.

I would suggest my friend to talk to his superiors and colleagues about the issue at the same time, reinforcing his commitment to duty. ^{He} would urge them to be institutionalise mechanisms of reward and punishment. (Performance appraisal)

Accountability should also be fixed appropriately. Since my friend is honest, reliable and competent, he could also act as a mentor to other colleagues and enable them to improve their performance.

Discuss work-life balance. As your friend has suicidal tendencies ask him to visit a Psychiatrist.

Refer to the model answers for the approaches you can take.

6.5

Q15. You, as a young civil servant joined at a sub-ordinate position in a state government department (Civil Supplies) at the state headquarters. You found that the senior officers and the Minister-in-charge of the department are in unholy alliance and most of the proposals regarding allocation of essential commodities to different districts were based on their whims and fancies instead of an objective criteria. The result was that some of the districts had surplus where as some had shortage resulting into difficulties for the people in general and marginalized section in particular. Whenever you wanted to correct the things, your proposals were either over ruled or you were shouted back and threatened by your seniors and by Minister.

Answer the following questions:

(a) What are the ethical issues involved in the present situation?

(b) What are the options before you to correct the things?

(20 Marks)

The case revolves around a nexus between the bureaucrats and the political executives adversely affecting public service delivery.

Stakeholders

- me, as a young civil servant
- senior officers, minister in charge
- people and marginalised sections

Not required

d) Ethical Issues

→ ^{the values of} impartiality and Non partisanship have been compromised as the principle of eq treating all citizens equally and equitably is being violated.

→ lack of honesty and integrity among the senior officers and minister in charge.

→ Nexus between bureaucrats and politicians

Conscience vs

Job security

Failure to

uphold
constituted
values

Remarks

Loss of
public
welfare

- violating principle of bureaucratic neutrality.
- Inadequacy in monitoring the delivery of public services and enforcement of punishment in case of non compliance or irregularities.
- lack of public initiative or awareness affecting demand side of service delivery.
- 'Culture of silence' - the ^{other} subordinates ^{or colleagues} have not shown any willingness to report the incidence of corruption and nepotism.

Options:

→ Confront my senior officers and the minister in charge ~~and~~ about the issue. But this has not yielded significant results.

→ I would try to report the matter to my seniors' superiors and insist on formal investigation and disciplinary proceedings. The whistleblowing mechanism may also be explored.

→ At the same time, I would urge the citizens to become aware of their rights and entitlements and ask them to consider filing for information.

Discusses the merits & demerits of these suggestions

Under the Right to Information Act.

→ I could also urge the ^{senior} supervisors to give greater thrust to e-governance initiatives and bring about greater transparency and accountability through citizen participation.

Taking initiative in this case would portray my dedication to public service and ~~integrity~~ integrity.

Your answer feels incomplete. Neither have you evaluated the merits & demerits of suggested steps, nor have you provided a final course of action.

5

Q16. 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? (20 Marks)

The case revolves around the stereotypes and prejudices against the girl child and ~~the~~ collusion among various elements to enable illegal sex determination.

- Stakeholders :
- Me, as the doctor
 - Lady friend.
 - Family of lady friend (in-law)
 - health minister
 - ^{entire} medical fraternity
 - hospitals.
 - enforcement authorities
 - public at large.

Not required

Issues

- Prejudiced opinions against the girl child and
- Promotion of preconceived notions regarding gender inequalities by those in power (political incentives)

Remarks

- Lack of enforcement by the concerned authorities - doctors, hospitals and the police. Risk of collusion with the violators of law.
- Inadequate grievance redressal systems.

Options to deal with the situation

→ Do not take any action: This is not desirable since it would lead to female foeticide and I would be ^{wilfully} violating my duties and responsibilities as a doctor and a citizen.

→ Report to the police immediately
merits: or may will prevent ~~the~~ illegal sex determination and could lead to required action against the minister and family.

Demerits: There may be a risk of collusion and the police may refuse to take action. It could further exacerbate the situation having adverse consequences for my friend in case of failure in stopping sex determination test.

→ Try and talk to my friend and dissuade her from complying with ^{her} family's directions.

Remarks

Good discussion of merits & demerits

She may also ~~contact~~ use any system of anonymous complaints to file a complaint.

I can also talk to the hospital authorities and the doctors to refrain from colluding with the Health Minister and the family as it may lead to strict disciplinary action against them - eg. non-renewal of license and criminal punishment

Simultaneously, spreading awareness about gender discrimination ~~and~~ using the ^{and local} platform of various government schemes, ^{contributing} would also be my long term agenda.

This is a long term solution
 Convinced the husband and the in laws of govt friend as the best way forward.

Try informing the Health Minister of the ^{illegal} nature of the request.

If all else fails, take legal action.

7.5

Q17. There is a senior police officer, whose only daughter is going to be married. The police officer is very honest and upright and does not want to enter into any controversy, especially on the occasion of his daughter's marriage. On the wedding day, the officer notices that a notorious politician-cum-criminal has come to the officer's residence uninvited. Before the police officer could spot him, he stood up and said that he had just come to bless his daughter. Under this situation, the police officer is in a fix as what to do?

Some of the options are given below. Evaluate the merits and demerits of each of these options and finally suggest what course of action the police officer should take (without necessarily restricting to the options below), giving proper reasons.

- The police officer should politely ask the uninvited politician to leave the place.
- He should call his daughter and allow the politician to bless her and there after tell him to go.
- He should not take notice of the presence of the politician and allow the function to continue.
- Depute some policemen to keep an eye on him and brief him regularly (every 10 minutes) about his activities.
- Explain to those present including some media people that he is unwanted here and has come uninvited.

(20 Marks)

Stakeholders

- Senior police officer
- His daughter
- Political Politician
- Other wedding invitees
- Police Organisation
- Public at large.

Not required

(a) The police officer should politely ask him to leave

Merits: It would uphold the police officer's honest and upright image and reinforce that he has no

Remarks

menus with the politician

Demerits: It may create disturbance and at his daughter's wedding.

b) If he calls his daughter and allows the politician to bless her, he may be setting a poor precedent and may allow his personal issues to overtake his professional duties in the future.

c) If he does not take notice of the politician then his daughter's wedding may not be disturbed but it may ~~provide~~ ^{be} a dent to his reputation since he would stand at risk of not being seen as honest and impartial by calling such a politician a criminal.

d) Deputing some policemen to keep an eye on him may prevent the politician from indulging in any unscrupulous activities but it also amounts to a misuse of official resources. *As also, may* *may disrupt the ceremony. Other guests may be uncomfortable.*

e) Explain to those present that he has come here uninvited may save the police officers

Remarks

Good
demonstration
of merits &
demerits

that image of being honest and upright but it may also create disturbance at the function.

Ques The police officer should pursue a combination of a) and c). In this way, he would be upholding his duty of being honest, non-partisan, impartial and above reproach and would also not create a conflict between personal and professional obligations. He should also direct the politician to not create any disturbance as he could take action against him.

Discuss how the policeman must try to avoid being seen with the politician as well as use plain clothes policemen to keep an eye on him.

7.5

Q18. Mr. X is working as the head of a developmental organization dealing with water supply schemes in an urban area. Y and Z are his two subordinates. Y is the engineering head and Z is the financial head. Both Y and Z were earlier good friends, but now the differences between the two have gone to an all time low. Whenever Y brings any water supply proposal which is sent for the financial concurrence of Z, he makes adverse observations that makes difficult for X to take a final decision. How will X resolve their differences to ensure that water supply schemes do not get delayed?
(20 Marks)

The case revolves around inter personal conflicts affecting performance of professional duties.

Stakeholders:

- Mr. X,
- Y and Z
- other colleague colleagues in the organisation
- public at large.

Not required

Issues: → Lack of effective interpersonal conflict management.

- Conflict between professional and personal spheres
- Gamesmanship shown by Y and Z.
- ~~ba~~ Lack of dedication to public service and inability of public interest over self interest -
- Poor work culture in the organisation.
- Hindrance in service delivery - water supply

Remarks: Discuss how this is a case of conflict resolution where X must be the mediator between Y & Z

① Steps taken by Mr X

→ Mr X would first call both Mr Y and Z to his room and ~~try to~~ try to enquire about their personal differences. An attempt at resolution of personal conflicts by Mr X may not be feasible since it is a personal issue.

→ However, Mr X would convey to both Y and Z the importance of doing their duty setting aside their personal differences. He would tell them about the adverse affect on the water supply proposal as a result of their behaviour and direct them to sort out their personal issues.

→ He can also warn them that in case of failure to resolve conflict and work amicably, he may take action which may also include transfer of one or both of them.

→ Other steps taken by Mr X: a) to prevent such situations in future could include

Remarks

Discusses the importance of ruler department coordinator in an organisation

^{facilities in office}
Counselling for better interpersonal relations
management, etc

Centre your suggestions around the roles
of a mediator - facilitating communication
- pave the way for negotiation

(6)

Q19. Land is the most important component of the life support system. The development projects require land but it leads to displacement which get spill over to generations in many ways, such as loss of traditional means of employment, change of environment, disrupted community life and relationships, marginalization, a profound psychological trauma and more.

Suppose you are heading one of such project entrusted with construction of embankment on a river front to handle the menace of regular flood which affects around 70 villages. However, by the construction of embankment there will be displacement of people on the other side of the river. They are protesting against the construction which is becoming violent day by day. Due to this threat, your subordinates have opted out of the project. However, construction of the embankment is necessary for the safety and security of the people.

What are the options available before you? Examine the merits and demerits of each possible option and finally suggest the best course of action. Also, give reasons.

(20 Marks)

Remarks

Remarks

Remarks

Q11. "Even if a snake is not poisonous, it should pretend to be venomous". Do you find this prescription of Kautilya relevant for the present day world? (10 Marks)

Remarks

