



**An Institute for Civil Services**

**IAS TOPPER'S**

**TEST COPY**

**VYOM BINDAL**

**RANK - 141**

**ETHICS, INTEGRITY  
AND APTITUDE  
TEST - 8**

**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 18 questions.</li><li>All questions are compulsory</li><li>The number of marks carried by a question/part is indicated against it.</li><li>Content of the answer is more important than its length.</li><li>Answers must be written in the space provided.</li></ul> <p>Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.</p> <p>(Note: In Section A, Q.No. 4 carry 20 marks and word limit is 300 words. All other Questions in Section A carry 10 marks each and word limit is 150 words each.)</p> <p><i>Brief overall neatness</i></p>
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1. Invigilator Signature \_\_\_\_\_

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

Name VYOM BINDAL

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

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

Date \_\_\_\_\_

Signature Vyom

## REMARKS -

**GS SCORE**  
GS MAINS TEST SERIES 2019

## Section - A

- Q1. 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)

Disaster is an emergent situation during which protection of lives of victims should be the utmost priority to ensure no halt takes place in relief and rescue efforts.

I will make following comments on his performance:

1) Identify the root cause: problem may be because of work overload, personal problem or negligent attitude.

2) He might be lacking empathy and compassion to understand importance of his job for the disaster victims.

3) It may also be a case of corruption of diversion of resources.

4) He might be lacking dedication and devotion, motivation towards his work.

Remarks

## Precautions needed while criticising :

- 1) Avoiding prejudice : It is incorrect to immediately jump on conclusions like person is corrupt, lazy as there may be some genuine problem.
- 2) Opportunity of defence : Before criticising, sub-ordinate must be given adequate opportunity to present his/her side of story.
- 3) Rationality in criticism : Criticism should be based on facts and not on rumours.
- 4) Preference to reformatory justice : Rather than taking strict action, preference should be towards reformation of the sub-ordinate.

Leadership requires power with the sub-ordinates and not power over subordinates. Also it is necessary to instill team spirit, morale of employees to proceed in cautious manner.

5

good

Remarks

Rich content / comprehensive answer -

Q2. How does culture influence conformity, compliance, and obedience? Argue and illustrate.

(10 Marks)

Culture refers to a set of socio-cultural beliefs of a society having social sanction like boycott behind their violation. can be introduced more convincingly

They impact conformity, compliance, obedience in

the following manner:

Culture leading to conformity

→ People take dowry despite knowing its illegal due to cultural acceptance of dowry.

→ Patriarchal culture ensures women are domesticated despite having equal potential to succeed in workplace.

→ Issue of mob lynching, mob justice is due to belief in culturally accepted definition of morality, religiosity.

Remarks

## Culture leading to compliance.

- 1) Honour killing: cultural norm of casteism forces even parents to comply with unjust dictates of caste Panchayats.
- 2) Caste discrimination: Instances like preventing delite groom from siding horse comes due to casteist culture.
- 3) Attitude towards HIV patients leprosy patients: people comply in their social boycott due to culture of seeing them as paying for past sins.

## Culture leading to obedience.

- 1) Women in Panchayats: Despite reservation, they are not allowed to actively participate, as women are culturally conditioned to be obedient to husband.
- 2) rote learning in schools: Due to culture of obedience to teachers, students fail to ask questions and raise their critical faculties.
- 3) Dynastic Politics: Due to culture of obedience, several political parties continue to be headed by dynasties or personalities.

Remarks

examples are good but you were expected to talk about reward and punishment mechanism that culture possesses - (3)

Q3. You have just been hired as a divorce mediator by a local law firm. What two things would you do to reduce the conflict between opposing spouses? (10 Marks)

Marriage is a very delicate relationship with sacramental status in our society and having far reaching impact on children of such families.

Divorce leads to following ill effects:

- 1) Hardship for children
- 2) Emotional and psychological stress for both parties.
- 3) Loss of self esteem, sense of worthlessness for both husband and wife.

not asked for

I will take following steps to reduce conflict:

1) Involvement of families:

- Families can help mediation process, elders can share their experience
- This also enhances the sanctity and value of any compromise reached.

Remarks



2) Use of emotional intelligence to persuade couple :

- This may include telling them of adverse consequences for future of their child.
- Necessity to act responsibly and overcome hurdles in life with courage rather than fleeing the difficulties.

However, if the case relates to domestic violence, domestic related abuse I will recommend divorce as such cases are crime not only against women but also against society. In all other cases, divorce will be the last resort.

(2)  
your approach is top-down  
As a mediator, what  
ethic should guide you?

Focus on scope of communication  
and negotiation!

Remarks

Q4. Tobacco smoking is considered to be a fashion and an addiction too, which has an established relation with the cancer. The Government has recently decided that 85 per cent a cigarette packet should display a pictorial cancer warning. which the tobacco companies opposed and appealed in the court But, the court upheld the decision of the government.

- Do you think that such a display warning on the packet acts as a deterrent to cigarette smoking?
- What are the other ways by which change in attitude and preferences can be brought in people who smoke out of fashion or addiction?
- What is the use of prohibiting smoking if it generates revenue on one hand and gives choice and freedom to people to enjoy their lives as they wish? Do you agree? Give reasons. (20 Marks)

can add an introduction!

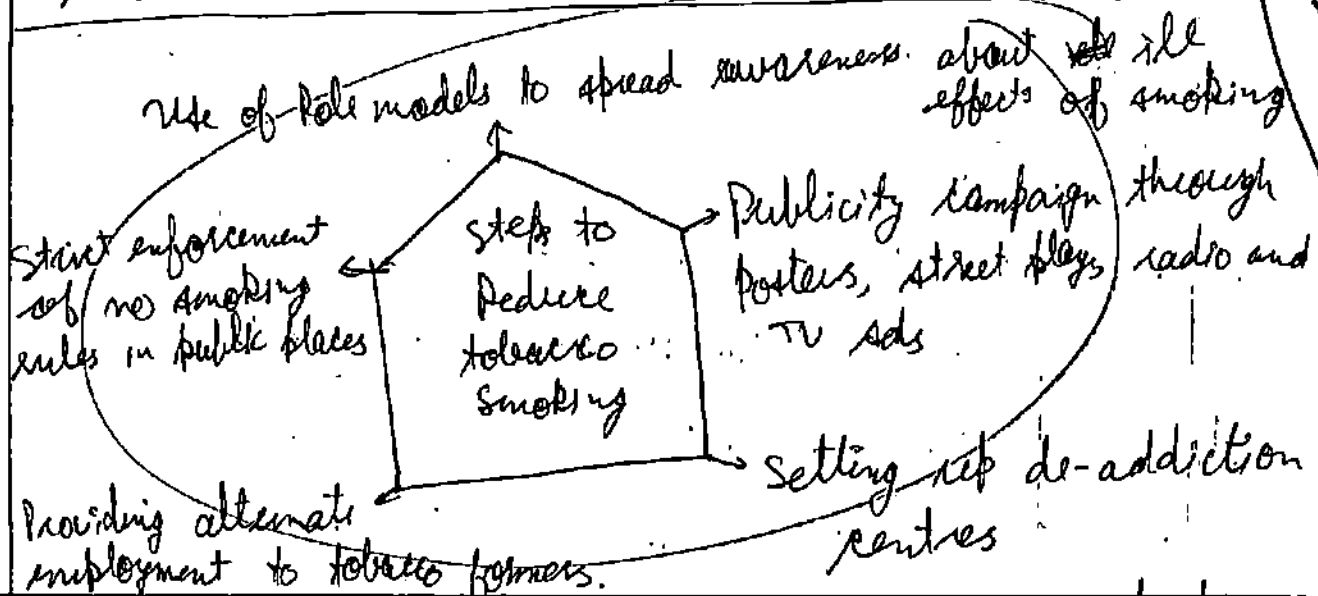
(a) Yes, display warning do have effect as

1) They instill fear among the users of possible consequences.

2) Visual warning deter new users from taking up tobacco smoking

However, it is necessary but not sufficient step to curb tobacco smoking which needs

which points?



Remarks

very poor presentation  
marks not needed -

(b) Other ways to reduce tobacco smoking

- 1) Education curriculum : Children can be taught about ill effects of tobacco smoking
- 2) Role of Media, Bollywood : Movies must show smoking in poor light rather than making it fashionable.
- 3) Higher taxes : High taxes should be imposed on cigarettes to render it unaffordable.
- 4) Counselling and de-addiction centres : to help those who trying to quit smoking
- 5) Enforcement of laws : against public smoking, and against selling cigarettes to minors.
- 6) Tobacco farmers : They should be provided with alternate livelihood opportunities.

✓ Tobacco smoking leads to injustice to families, wastage of youth potential, hence multi-stakeholder approach is needed to tackle it.

Remarks

(c) Constitution of India establishes a welfare state which gives priority to welfare over revenue. Moreover, rights are subject to reasonable restriction.

I believe prohibiting smoking is useful because

1) Harm Principle: J.S. Mill argues that rights of an individual can be restricted if it harm others, here passive smokers are greatly harmed.  
 ↳ does this require prohibition?

2) Kant's categorical imperative: Revenue generation through smoking comes at cost of treating humans as mere means to generate revenue. ↳ is anyone coercing them?

3) clean environment is a common good: which is polluted due to smoking. ↳ at what scale?

4) Smoking also leads to injustice for family by diverting the monetary resources.

However, along with prohibition, it is necessary to bring attitudinal change.

can family be a unit of analysis?

Remarks

7

Q5. What is the difference between 'Responsibility' and 'Accountability'? How can the public administration be made more accountable to the citizens? (10 Marks)

### Responsibility

1) It is qualitative in nature

what does it mean?

2) It is imposed by internal sense of conscience

3) It is subjective and variable

4) Violation of responsibility involves crisis of conscience

5) For instance a good Samaritan is not accountable but responsible to help an accident victim

### Accountability

1) It is quantitative in nature

2) It is imposed by external sources like code of conduct

3) It is objective and specific

4) Accountability imposes sanctions for violation e.g. Jail term for corruption

5) For instance a public servant is accountable for proper utilisation of public funds.

Remarks

good

## Steps to make Administration More Accountable

### Supply side reforms

- 1) Institutional Mechanism
  - Social Audit, RTI, Citizen Charter
  - Public Grievance redressal Mechanism
  - Strengthening Anti-corruption Bodies
- 2) Use of technology: e-governance measures like Use of portal, PRAGATI portal to enhance transparency and accountability.
- 3) A code of ethics need to be formulated
- 4) Innovative measures like Citizen Report Card, False Claims Act

### Demand side reforms

- ↓ Making citizens Aware of their rights
- ↓ Participatory decision making  
e.g. Mys gov. in
- ↓ People participation in enforcement of accountability  
e.g. Civil app of EC2

Hence govt, citizens as well as civil Society has to work in tandem to boost accountability

Remarks

Q6. Explain how ancient Indian concept of "Raj dharma" can help public servants better understand the value of impartiality while discharging duties in public offices.  
(10 Marks)

Ancient concept of "Raj Dharma" can be found in texts like Ramayana, Mahabharat, Kautilya's Arthashastra. It lays emphasis on welfare of subjects as prime responsibility of the ruler.

Application to public services :

1) Treating everyone equally : civil servants can be given example of Lord Rama, who even forever his wife to ensure impartiality in front of good people.

4) Checks Nepotism : Raj Dharma examples from Mahabharata can be given to show that nepotism leads to destruction, as Dhritrashtra did by promoting Duryodhana.

1) Priority to public welfare : Arthashastra says that

Remarks

if King misuses public money for private profits, he will never attain salvation.

4) Primacy of Justice : Rajadharma says that maintaining justice is primary responsibility of King to prevent "Matsnyaya" (principle of might is right).

5) Establish welfare state : Buddhist texts make it incumbent upon King to ensure welfare of his subjects like food, education etc.

Hence Raj Dharma principles can help make public service people oriented and impartial.

good

3 1/2  
 you can also explain how present state is biased and how Raj Dharma this deviation from Raj Dharma affects people.

Remarks



Q7. 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?

(10 Marks)

While every citizen is free to pursue politics as per his/her choice, but bureaucrats joining the politics immediately after retirement sends wrong perception among public about their neutrality while they were in office.

Possible reasons to join politics:

- 1) Genuine desire to continue to serve people, bureaucrats may want to pursue politics for public welfare.
- 2) Lure for power: Bureaucrats accustomed to enjoying power throughout their career, may want to carry it further.
- 3) Financial motivations: Higher salaries may motivate some bureaucrats to indulge in political career.

Remarks

## Ethical repudiation:

1) Perceived sense of biasness: It may lead to public seeing their decisions while in office as being biased.

2) Politicisation of bureaucracy: It may lead to politicization, destroying civil service neutrality.

3) Tarnishes the work culture of bureaucracy.

Way forward: There should be a minimum cooling-off period before a retired bureaucrat is allowed to join politics. Apart from that bureaucrats should exercise self restraint and use methods like NCOs, Civil society to

Contribute e.g. Suma Roy, Harsh Meander

Could explain  
political neutrality  
and its significance  
as the introduction

good

4

- Q8. "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?  
(10 Marks)

Remarks

*Remarks*

- Q9. 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. (10 Marks)

Police is most visible face of administration and first place of hope for a citizen in distress, or a victim of crime.

I will take following steps to improve

Perception of Police :

Institutional  
Changes

- 1) Strict punishment against custodial torture, unnecessary harassment
- 2) Formulation Citizens Charter for Police stations
- 3) Anonymous complaint box at Police stations.

Increasing Police's responsibility :

- 1) Recruiting more women Police officers, setting up all women Police stations.
- 2) Mandatory field visits by Policemen to know the ground realities.

Remarks

3) Community Policing to encourage active citizen participation in Police.

### Perception Management

1) Use of Police Journals to support welfare activities like schools, hospitals on lines of "Sadbhava Mission" of Indian Army.

2) use of technology : like apps, facebook, twitter page to increase accessibility to Police

3) Aesthetics : Ensuring cleanliness, proper record keeping in Police stations.

4) Training of Police personnel in Human Rights courteous behaviour.

Primary responsibility of Police is maintaining law and order which is impossible without public cooperation, which in turn needs better perception of Police.

Too much focus on remedial measures  
First of all, you need to explain how led to what? how  
of police to image of much!

Q10. 'People make institutions and institutions make the nation'. Give suggestions to improve the ethical competence of public institutions. (10 Marks)

Institutions and people both are important for progress of a nation. For instance our Constitution establishes strong institutions like Parliament, CAG, Election Commission etc. to preserve democracy. ✓

However, as Dr. Ambedkar himself asserted institutions are only as good as people who run them.   
 (What does it mean?)

Suggestions to improve ethical competency of public institutions:

1) Transparency: greater transparency in working of institutions by means like e-governance, RTI.

2) Citizen Participation: This ensures outcome orientation rather than output e.g. Muzgov. in for inviting public ideas.

Remarks

3) better service delivery : By instruments like Citizen Charter, Sevottam Model.

4) Accountability : To ensure every action is accounted for e.g. Social Audit, Lokpal Ombudsman.

5) Ethical training : Civil Servants must be trained about values, ethics in their training modules.

6) Electoral reforms : Politicians head the institutions hence play great role in their functions. Reforms are needed to prevent criminalization of politics.

7) Reactive to proactive : Governance institutions must use data driven, predictability approach to foresee problems and proactively solve them.

Since both institutional as well as attitudinal changes are needed to raise ~~this~~ ethical competency of institutions.

your answer is govt-centric

(3)

Remarks

Focus less on outside institutional mechanisms and more on internal moral transformation -



Q11. The sanction behind the execution of 'Citizen Charters' are more moral, than legal. Critically analyse this statement. (10 Marks)

*Timing*  
Citizen Charter refer to a set of commitments by an organisation regarding quality, standard of service delivery along with grievance redressal mechanism.

*explain this*  
In absence of institutionalisation, sanction behind Citizen Charter is more of a moral obligation than a legal responsibility. However apart from this there are several other problems:

- 1) Poor design and content :- Charters are designed poorly in complicated language.
- 2) Non-involvement : Charters are framed without involving all stakeholders like citizens, cutting edge functionaries.
- 3) Unrealistic and ~~vague~~ vague : Charters commit

Remarks

unrealistic targets, use of words such as  
"as far as possible".

4) Inadequate publicity: Charters are not  
adequately publicised among the citizens.

5) No action taken: This leads to decline  
of complaint filing culture. Not asked for

6) Rarely updated: Charters are treated as  
static documents, are rarely updated.

### Reforms Needed

→ 1) Incorporation of citizen feedback during  
formulation and implementation

→ 2) Third party audit of Charters

→ 3) Charter Mark Scheme to foster competition

→ 4) Right to Service to create legal obligation.

Above all there is need for

Change of Bureaucratic mindset to democratic  
mindset.

2) explain more  
or nature of  
function  
should it  
be changed?

Q12. What do you understand by the term 'iceberg of corruption'? Do you think India's problem of corruption is more systemic than it appears? (10 Marks)

Iceberg of corruption refers to a situation where apparent levels of corruption is much less than actual prevalence of corruption.

Corruption in India :

1) Focus only on grand corruption :

Grand corruption cases like 2G, CVC, coal scam did get attention but everyday corruption in getting ration cards, driving licenses go unnoticed.

2) Weak institutions :

Even the institution like Lokpal lack power to grant prior sanction for prosecution of corrupt officials.

Remarks

3) Social acceptance : This leads to absence of any social sanction against corruption.

4) Colonial legacy : It has been carried forward to present day ~~in~~ institutions.

Hence there is need to inculcate value education, strengthen institutions to deal with cancer corruption.

Through examples, establish how corruption pervades all walks of life.

visualise corruption as a way of life

Accordingly suggest solutions

2

Remarks

### Section - B

Q13. You are the head of a disaster management team that has been assigned with the work of rescuing and rehabilitating thousands of people affected by an unprecedented flood. Team members include revenue officials, doctors, engineers and security personnel. However, some of the local leaders of a political party were not happy because their personal self-interest is not being served. A powerful minister of the government visits the area to make a firsthand assessment of the situation and in the process meets the local politicians who were not happy. The minister announces for the suspension of two of your revenue officials. Your entire work force gets demoralized due to this announcement and are unwilling to perform under the given situation.

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

(20 Marks)

Shove rose involves test of leadership capacities in adverse situation along with dedication, courage and fortitude, empathy and compassion for the victims.

(a) Options available :

1) Option 1 : Appeal against decision of Minister,  
protests against unfair dealing.

2) Option 2 : Carrying out the rehabilitation  
work without break

3) Option 3 : Going on leave on pretext of  
medical condition, or delegating task to  
immediate junior.

Remarks

## Option 1: Appeal and Protest

### Merits

- 1) It will ensure justice to the suspended employees
- 2) Boost team spirit, as my teamworkers will see I stand with them
- 3) Create deterrence for the future misadventures

### Demerits

- 1) Delay in rescue work affecting thousands of people.
- 2) Minister may retaliate with more suspensions.
- 3) Political hostility may even lead to resurgence

## Option 2: Continue the rescue work

### Merits

- 1) Ensures safety of life of people
- 2) It makes it possible to extract co-operation from Minister

### Demerits

- 1) Demoralisation of my team
- 2) Violation of rights of suspended officers.

## Option 3: Going on leave or delegation

### Merits

- 1) Resolve me from any ethical dilemma
- 2) Prevents Political victimisation

Remarks

Demerits

- It is dereliction of duty
- Goes against public service values of empathy, compassion
- Violation of code of conduct

My course of action

→ I will go with option 2, and continue the rescue work because:

1) It is a situation of disaster and saving lives is immediate priority.

2) As per Gandhi's Tolism, our every action should benefit the most vulnerable section, which in this case are victims of disaster.

Additional steps:

1) To boost morale of my team, I will assure them of raising matter after the completion of work.

I will increase my field visits to motivate them.

2) I will request govt. for additional staff to replace the suspended officials.

10

Remarks

✓ To the point  
systematic analysis

Q14. You are the head of an organization which has a large public interface. One day an old man approaches you and complain that an Assistant in charge of Old Age Pension Scheme is demanding Rs. 100 from him for clearing his pension claims. He has further revealed that this is a common practice in this office and those who do not pay the bribe, are harassed. You get upset with the state of affairs and want to solve the problem of the old man along with bringing some qualitative change in the work culture of the organization, for better service delivery.

(a) What are the options available to you?

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

Corruption is widely prevalent in public institutions which leads to injustice, violation of rights and tarnishing the work culture of an organisation.

(a) Various options available → Explain Briefly

option 1: Ignore the matter, as functionalist theory says little corruption enhances efficiency

option 2: Take strict action against the Assistant, including suspension.

option 3: Make effort to change organisation's work culture by appealing to cognitive, Affective and Behavioural component of employees. Along with action against corrupt.

Remarks



## Option 1: Ignoring the matter

as a head  
or you  
do it?

Advantages:

Disadvantages:

1) Does not involve any effort on my part.

2) I may also benefit from little corruption

1) Violation of civil service values of integrity, honesty

2) Breach of people's trust

3) Injustice to the people who are forced to pay bribes.

## Option 2: Taking strict action

Advantages:

1) Creates strong deterrence for future

2) May bring behavioural change among employees

3) Effect may only be temporary

4) Since corruption is common practise here, employees may go on strike, hampering work against what

## Option 3: Persuasion along with action

Advantages:

1) Helps bring long term attitudinal change

2) Improve the organisational work culture

3) Enhances trust and credibility of organisation

Disadvantages:

1) It may be a time consuming process.

Remarks

My course of action :

I will go with option 3 in following manner :

1) I will ask the Assistant to apologize to elder person and return the money. Also, I will give chance to elderly to register a formal complaint if he wishes so.

Steps to improve work culture :

Affective  
(Emotive component)

- Arranging visit for staff to homes of poor, elderly who bear brunt of corruption
- Sensitivity training, speeches by role models to encourage honest behaviour

Behavioural  
change

- Formulating citizen charter with grievance mechanism
- Encouraging social audit, third party audit of organisation
- Letter of appreciation for honest employees.

Cognitive change : Making employees aware of stringent laws against corruption which can not only lead to job loss, but also imprisonment.

Since, I will take above steps to curb corruption in the organisation

good designing  
of course  
of action

Remarks

Q15. 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? (20 Marks)

Drug addiction coupled with unemployment is a major problem faced by Indian youth today.

(a) Ethical dilemmas in the above case:

- Public pressure vs. empathy and compassion
- Means vs. end dilemma → need to be intuitated
- Courage and fortitude to resist public and possible political pressure
- Retributive vs. rehabilitative justice
- Duty and obedience vs. emotional intelligence to deal with the situation
- ~~Dedication~~ Protecting the Rights of Ratandeep vs. expectations of community

Remarks

good

↑

✓✓

(v) In my opinion taking strict action like arrest against Ratandeep is unethical because.

- 1) It is violation of principles of natural justice, as at present he had not committed any crime.
- 2) Such action may make him hardened criminal and vulnerable to be involved in drug trafficking.
- 3) Such arrest may not stand legal scrutiny and lead to disciplinary proceedings against me in the future.
- 4) It will embolden the community to make similar unfavourable demands in future.
- 5) It goes against Gandhi's Tolism, as my action will hurt a vulnerable, marginalised person.
- 6) It will violate right to liberty of Ratandeep.
- 7) Such action violates Kant's categorical imperative, as Ratandeep is being used as means to satisfy community's suspicion.

(c) My course of action

- 1) I will arrange for professional counselling for Ratandeep to encourage him to enrol in de-addiction programme.
- 2) Along with this strict vigil will be maintained to ensure he does not pick up any illegal activities.
- 3) I will request District Collector to arrange employment for him through programmes like MGNREGS, Micro-credit, Livelihood Mission.
- 4) I will contact Civil Society Organisation to support him temporarily till he finds a regular employment or entrepreneurship.

Persuasion of Community : I will appeal to their conscience by asking them had they done similar thing if their children become drug addict. I will tell them virtues of generosity, kindness and helping others.

10

Remarks

clarity of thought is  
appreciable

Q16. 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. (20 Marks)

Above case involves the following ethical dilemmas and value requirements:

- 1) Duty of district collector vs. respecting right to privacy of the teacher. ✓
- 2) Ensuring justice for the teacher
- 3) Emotional intelligence required to convince teacher to file complaint. ✓
- 4) Values of empathy and compassion towards victim of unfair discrimination. ✓

(a) Various options Available:

option 1 : Ignore the matter as victim herself don't want to complain.

option 2 : Proceed against the school for violation of law. ✓

Remarks

Option 3: Persuade my wife's friend to file complaint.

(b) Option 1: Ignore the matter:

Merits:

- 1) Respects privacy and sentiment of teacher
- 2) No hype will be created

Demerits:

- 1) It goes against Kant's ideal of necessity to perform my duty as collector.
- 2) It is violation of legal right of the teacher.
- 3) It goes against constitutional principles of equality.
- 4) Sets bad precedent for future school may repeat such act.

Option 2: Act against the school

Merits:

- 1) Create deterrence for future
- 2) Teacher may get her job back

Demerits:

- 1) Acting against suo-moto may lead to disciplinary proceedings.
- 2) In future victims of such discrimination will fear to come forward.

Remarks

Option 3: Persuasion to file complaint:

Merits:

- 1) Enable me to legally proceed against school.
- 2) Ensure justice and rights of the teacher
- 3) Enhances personal relation with my wife.

Demerit :- she may not be convinced.

My course of action : I will persuade her to file complaint by :-

- 1) Making her aware of strict provisions of confidentiality in the legal process
- 2) Appealing to her conscience that inaction may lead to continued discrimination in future.
- 3) I will tell her its her constitutional, fundamental duty as citizen to speak up against wrong.
- 4) I will also ensure that she gets proper medical treatment.

Once she complains, I will proceed against the school, giving it an option of apology and taking back teacher. (only if it is agreeable to teacher) in future.

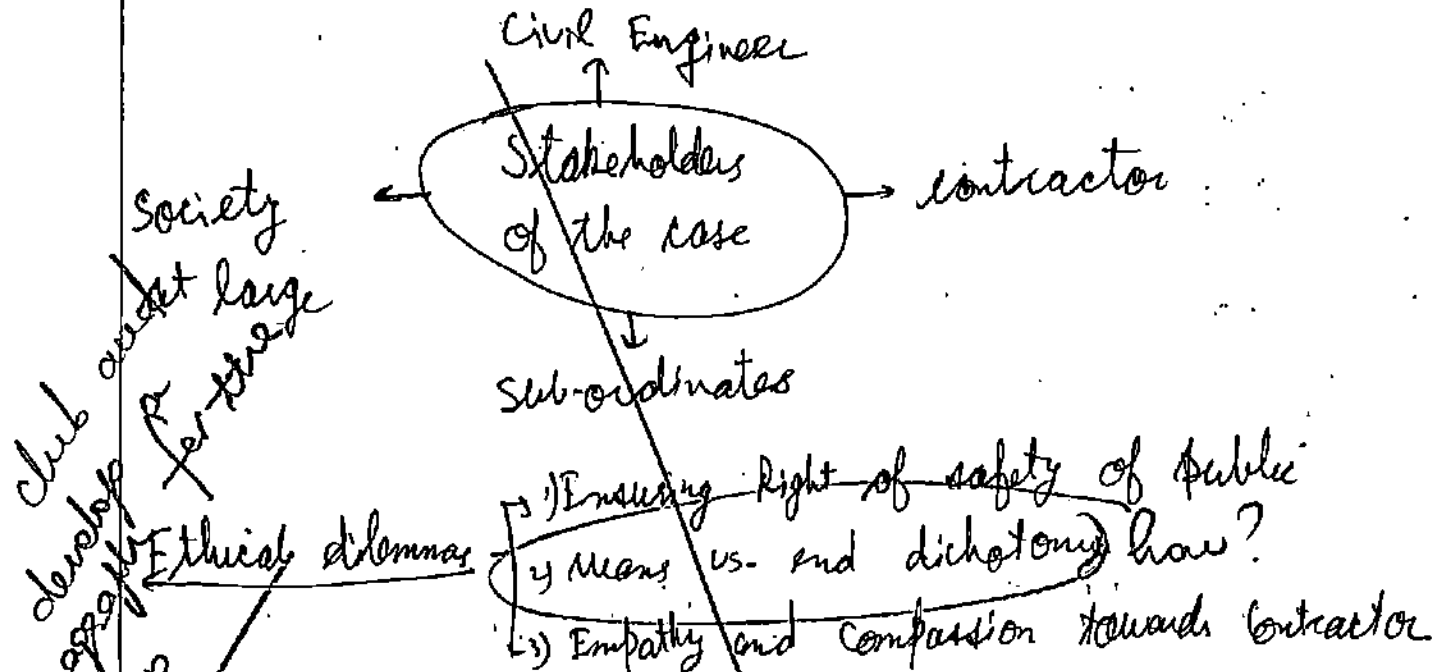
Remarks

(9)



Q17. 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. (20 Marks)



(a) Various options Available

Option 1: Take Action against contractor as suggested by sub-ordinates.

Option 2: Ignore the matter as there is only slight delay and compromise due to genuine reason.

Option 3: ~~At~~ Penalise contractor along with grace period to rectify the mistake after permission from higher authorities.

Remarks

### Option 1: Taking Action against contractor

#### Merits

- Adheres to procedures and rules ✓
- Sets precedent for future
- Right of safety of citizens will be preserved

#### Demerits

- Demoralizes an honest contractor
- Re-construction by someone else will lead to higher delays. ✓

### Option 2

Ignoring the matter

#### Merits

- 1) Encourages an honest and dedicated contractor
- 2) Shows empathy and compassion towards his child ✓

#### Demerits

- 1) Compromises right to life of people due to loopholes in quality
- 2) Sets bad precedent for future
- 3) May lead to disciplinary proceeding, even corruption allegations myself. ✓

Option 3 : Reasonable monetary penalty on contractor along with grace period to rectify the mistake at earliest.

Remarks

Merits:

- 1) It ensures an honest contractor is not disproportionately penalised for genuine problem.
- 2) Ensures safety and security of road users
- 3) Satisfy my subordinates.

Demerit: Further delay in the project.

My Course of Action: I will go with option 3. I will also prepare a report for senior authorities highlighting:

→ Awarding contract to another contractor may involve greater delay as he may have to re-start whole project.

→ Imposing monetary fine on contractor ensures it sets right precedent for future.

→ I will ensure third party inspection and audit of construction after completion of project.

Hence I will try to balance idealism with pragmatic need of situation.

Approach is good (8)

but focus on values that are stake and to be balanced -

Remarks

Q18. 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.

(20 Marks)

Above case involves following value conflicts

- 1) Duty vs. personal relationship with officer
- 2) Ensuring right ~~work~~ culture, team spirit in the organisation
- 3) Means vs. end employed to change attitude of lady officer → don't dump it in all the cases

(a) Various options available

option 1 : Take strict action against officer like suspension.

option 2 : Transfer her to another department

option 3 : Persuade lady officer to change her ways.

Remarks

(b) option 1: Taking strict action against her

Merits:

- 1) Satisfy desire of junior officers
- 2) Improve work culture of organisation
- 3) Lead to higher motivation of junior employees

Demerits:

- 1) Action without any violation of rules will not stand legal or judicial scrutiny.
- 2) Organisation will lose an honest employee
- 3) Bitterness in my friendship with her.

Option 2: Transferring her

Merits:

- 1) Temporary resolution of complaints of junior officer.
- 2) Possibility of realisation of mistake by lady officer
- 3) My personal relation will remain intact.

Demerits:

- 1) It is not resolution of problem, as she may act in similar manner in new place.

Remarks

(7)

- 2) It is ~~the~~ deviation of duty.
- 3) Aristotle said true friends help in reformation of friend, I will be ~~eschewing~~ my responsibility as a friend.

Option 3: Persuading her for attitude change

Merits -

- Ensure permanent solution of problem
- Improves work culture of organisation
- Improve team spirit, confidence of employees by her changed behaviour.

Demerit - She may not agree to change. That's frivolous point

I will choose option 3 because: Focus on how will you

- 1) It ensures organisation does not lose an efficient employee
- 2) Protects my personal relation with her approach her
- 3) Resolves problem of employees

Methods of persuasion

→ She can be given sensitivity training, yoga, meditation to boost her emotional intelligence

→ Gandhi's teaching: Means are as important as ends

→ Telling her that in long run her behaviour will decrease efficiency of employees, creating hurdles in her own work.

At same time I will set up anonymous complaint box to encourage employees to complain in future

Remarks

Focus more on what precautions will you take in personal communication?