



An Institute for Civil Services

IAS TOPPER'S

TEST COPY

BABITA RANI SWAN

RANK - 464

**ETHICS, INTEGRITY
AND APTITUDE
TEST - 2**

ETHICS, INTEGRITY AND APTITUDE

Time Allowed: 3 hrs.

Max. Marks: 250

Q.	Marks	Instructions to Candidate
1.		• There are 19 questions. • All questions are compulsory • The number of marks carried by a question/part is indicated against it. • Content of the answer is more important than its length. • Answers must be written in the space provided. Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off. <u>(= 97½)</u>
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Time : 4-30

1. Invigilator Signature _____

2. Invigilator Signature _____

Name Babitarani Swain

Roll No. _____

Mobile No. _____

Date _____

Signature Babitarani Swain

Section - A

1. "Moral values allow humans to produce large cooperative groups, tribes, and nations without the glue of kinship." Explain the significance of moral values in helping humans survive and thrive. (150 Words) (10 Marks)

Values form the essence of humanity, or any civilisation. Without values, a society/community lack ~~any~~ direction & purpose and hence it slows down the progress of civilisation.

Significance

- (i) At individual level, moral 'values' help one to live with purpose, prioritise goals in life, and act in accordance to fulfill aspirations. ~~without~~ 'values', makes human life worth living.

Ex: values of 'achievement', self-esteem drives one to dedicate his time to things that help him achieve something.

Discusses why people tends to follow moral values.

- (ii) At societal level, a set of 'values' help society to decide how to progress, become prosperous & happy as a society. It helps to focus on building character of its members.

Remarks

GS SCORE

Remarks

2. What do you understand by "thought leadership"? What does it take to become a thought leader and why is it significant?
(150 Words) (10 Marks)

Remarks

Remarks

3. Motherhood is a traditional role that women are expected to fulfill. Do you think it comes in the way of the modern idea of women empowerment?
(150 Words) (10 Marks)

A Women has ~~enot~~ to bulfill certain responsibility as a mother ~~:~~ to take care of Child, to focus on their rearing etc. ~~the~~ This results in less time or opportunity available to mother, as her time is occupied in taking care of child. It is believed that, for a women to be empowered, she must be given enough freedom and opportunity to pursue her goals / aspirations.

However it has to be understood that:

(i) Motherhood is an emotion for a women, who enjoy it as an important stage of life.

(ii) Further, as a individual, we all have certain responsibility towards our family, Society & nation.

The real issue is not traditional role of Women, rather it is parochial values.

Remarks

The notion that only women is responsible for upbringing of children is fraught with fundamental issues. Upbringing of child is the responsibility of both parents. Further women has to get equal opportunity to be able to care for child, at the same ^{time} pursue her career. ✓

As a society, we need to be women friendly. Government policies should focus on making work environment women-friendly and provide them enabling environment. ✓

Discuss how motherhood results in discrimination etc to women.

(3½)

Remarks

4. "The best brains of the nation may be found on the last benches of the classroom." What do you think made APJ Abdul Kalam say that? What can our schools, parents, and students learn from this? (150 Words) (10 Marks)

The statement emphasises the individual worth & capability, each child inherently possesses. It is the responsibility of Society, teachers, & Parents to recognise the inherent capabilities of each children, give each of them equal focus to help them develop their individual skills.

Parents should recognise the capabilities of their children, which might be different from others. They should give them freedom to explore their boundaries.

The teachers should give opportunity to students to be creative, innovative & should not focus on rote learning. Currently we equate good grades with good student. Present education system doesn't provide opportunity for exploring different paths, careers.

Remarks

As Einstein said, the focus should be on IMAGINATION & not solely on KNOWLEDGE; we need to design our education system in a way that gives enough opportunity to each children to develop according to his own innate qualities, rather than imposing from above a standard knowledge.

Good & what shall students understand with this statement?

4

Remarks

5. How does the decline of joint families and the rise of nuclear families in India affect the sources of value education for children? Discuss. (150 Words) (10 Marks)

~~The value~~
 our actions are taken in pursuit of some goal, However most of it is derived from our inherent value system / belief system. Large part of our value system gets created in formative years, especially in family. ✓

Family: Parents, grandparents, relatives are the 1st teachers, before a child joins formal education system. ✓

A child learns ~~from~~ values of Love, Care, Unity, Sharing, Sacrifice, Selfness etc.

They get wisdom from stories by grandparents and listening to experiences of their parents.
 tolerance, teamwork etc. ✓

However today we have Nuclear families and in majority both parents are working. ✓

Remarks

This has led to bad effects like:

- (i) Children getting addicted to digital World, often not knowing what to look for
- (ii) Increasing cases of drug addiction
- (iii) Loneliness, depression, suicidal tendencies

As value helps in making choices, taking decisions independently; lack of value

education makes child incapable of dealing with conflicts. Often the child take

extreme measures such as suicide. Hence,

there is a need to emphasise on family as a

institution to develop value system of children in early stage.

But does it means nuclear families have no value at all?

4

Remarks

6. It is often said that "When the going gets tough, the tough get going". Discuss the importance of "adversity quotient" in this regard. (150 Words) (10 Marks)

Often, what makes a difference between 2 persons having same set of knowledge, is 'Perseverance'. As knowledge and intelligence helps one to take good decisions when every thing is normal. However it can't help when there is adversity.

In situations of adversity, Perseverance helps one to Keep Faith, to accept failure and keep on moving. It helps one to fight with negative feelings, bring out value of 'gratitude' & positive hope.

Hence it is not enough to focus only on Learning / gaining Knowledge, Equal focus has to be given on emotional intelligence. This has become more important in today's life as level of competition, level of stress & challenge in every sphere of life is growing.

Discuss the term Adversity Quotient i.e. AQ.

Remarks

Hence developing the Level of emotional intelligence / adversity quotient helps one to deal with failure and any kind of adversity in life & bounce back to work, once stable

↳ Could you illustrate persons who have shown exceptional AQ?

32

Remarks

7. What we ordinarily call "degeneration of values" can also be interpreted as "redefinition of values". Critically examine. (150 Words) (10 Marks)

The value system of a society can't be absolute; a society to progress, it has to adopt / imbibe modern progressive values.

When societal values are based on narrow identity like gender, caste, religion, ^{even} the progressive values of an individual will not be in consonance with societal values. Hence accordingly these will be termed as 'Degeneration of values'.

For example, when Ram Mohan Roy worked to abolish social evils like sati pratha, many orthodox organisations came forward with a so-called objective of cleansing values of Hinduism. However, it was not degeneration of value rather redefinition in accordance with modern values.

Remarks

further, societal values get redefined,
when, society as a whole accept new norm,
and allow the violation of ~~set~~ goals.

For example, corruption is against societal
value of 'honesty'. However today it has been
accepted as essential for running of
administrative apparatus.

Discuss how
the values that
could be said
to have redefined
liberal values
etc.

In reality this case represents
degeneration of value - Hence it is.

Society's responsibility to uphold universal
values and get rid of parochial values based
on a narrow identities

3½

Remarks

8. "Generations to come, it may well be, will scarce believe that such a man as this one ever in flesh and blood walked upon this Earth." - (Albert Einstein). Discuss 3 ideas of Gandhi that you think makes him timeless by discussing their contemporary relevance. (150 Words) (10 Marks)

Introduce
the works
achievements of
Gandhi

The 3 values ~~also~~ practiced by Gandhi

that have contemporary relevance are:

(I) Tolerance: His values of truth &

Non-violence was based on premise of

'Tolerance'. Tolerance is very important

today, to bring in social harmony & peace.

events of mob lynching, communal violence,

terrorism are result of intolerance, narrow
mindedness, and lack of acceptance of diversity

(II) Capitalist as trustees of Resources

Gandhi regarded capitalist as trustees
rather than owners. They should work

to create more resources, and use it as a

tool to achieve overall development

This is very important, for example, during
Covid-19, private hospitals despite having 80%
of available ventilators, treated only 10% of patients
further involved in charging exorbitant prices

Remarks

Their focus on profit maximisation is unsustainable and antithesis to Social Justice

(iii) idea of self-reliance and local self governments: This is important to empower people, providing them enough freedom to decide for themselves, rather than imposing from above. Only when citizens take decisions, they will be able to appreciate democracy. This will help in enlightening citizens & maturing democracy

Hence these ideas of tolerance, trusteeship & self-reliance makes Gandhian timeless.

Cool!
(4½)

Remarks

9. What does "Bureaupathology" possibly mean to you? Discuss a few human values that can cure this disease. (150 Words) (10 Marks)

Bureaupathology means failure of the institution to fulfill its responsibility and stand up to expectations from it.

Bureaucracy was entrusted with responsibilities:

- 1) to bring in socio-economic development
- 2) empower citizens
- 3) Social Justice & welfare of disadvantaged Section of society

However in reality, Bureaucracy is plagued by problems of bureaupathology:

- (i) Lack of initiative
- (ii) lack of motivation
- (iii) status-quo
- (iv) corruption { Financial
Intellectual
- (v) obstructionist.

Discuss the role of strict adherence to the rules & regulation by the bureaucrats.

Remarks

Human values that can help?

- (i) Value of compassion - only when one is able to feel the pain of others, he will make effort to alleviate the pain.
- (ii) equity: It will help Bureaucracy to focus on disadvantaged section of society & bring on justice.
- (iii) Humility - value of humbleness will help in dealing with elite attitude, where bureaucracy can understand, it is not the masters, but the servant of citizens.
- (iv) Further values of selflessness, gratitude, love, justice will help sensitising bureaucracy to the needs and aspirations of citizens.

Good explanation
of humane
values.

(4)

Remarks

10. "Patriotism can't be our final spiritual shelter. I will not buy glass for the price of diamonds and I will never allow patriotism to triumph over humanity as long as I live." Examine the relevance of Tagore's quote in present times. (150 Words) (10 Marks)

Patriotism refers to one's love for his/her Country. It is important as it gives a sense of duty among citizens towards own Country. Patriotism helps in bringing values of Sacrifice, selflessness, love & compassion towards one's own Countrymen.

It also helps in rising above one's narrow identities and ~~to~~ give priority to national interest.

However, when Patriotism converts itself into Jingoism, it creates problem of violence, hatred, revenge, agony towards ~~for~~ citizens of other countries.

Cases of Cross-border terrorism, Civil Wars between countries are result of such process where one fails to differentiate Patriotism from Jingoism.

Remarks

This results in violation of Basic human Rights, and poses threat to human existence

Hence, ^{at the core of} humanity ^{lies} Love, Compassion, brotherhood & unity. The values of Vasudhaiva Kutumbakam, where the whole world is our family, has to be ingrained into our value system. The ultimate objective must be 'Global Peace & Harmony'

Discuss various issues that have arisen due to this like refugee crisis, majoritarianism etc.

(14)

Remarks

11. How a society responds to immigration tells how it strikes balance between its values and interests. Examine. (150 Words) (10 Marks)

Immigration is the direct result of Globalization, Where borders of countries gets blurred. The free flow of labour & capital is important for trade & development.

However immigration is also a result of growing violence, civil wars (Syrian war), Climate change, and violation of human Rights on one's own country (Rohingya Muslims).

In First Case, countries get benefited from immigration of Skilled labour. However 2nd case puts burden on countries in terms of Economic Resources, Social Conflicts etc.

How a country deals with 2nd scenario of immigration shows its values.

- (1) For example, in India, various illegal migrants, especially persecuted in their own countries, have come in large numbers in North eastern states.

Remarks

It has created ethnic conflicts and burdened limited resources. However India as a global leader which triumphs human Rights have taken measures for their immediate rehabilitation and also working towards their deportation with cooperation from host country.

(ii) European Countries however unwilling to take the burden, especially immigration from war-torn Countries like syria. Germany however have taken a progressive stand allowing immigration.

Hence the approach of countries shows their leadership qualities in global arena, and how they balance economic interest & protection of human Rights.

Highlight how response of various countries to immigrants like building walls etc.

15/12

Remarks

12. What is the moral of the popular fable of "Blind men and elephant"? Do you think it is similar to the contemporary notion of "post-truth"? (150 Words) (10 Marks)

Post-truth denies existence of ultimate truth and absoluteness of morality. It emphasises that truth has various dimensions to it, and it can't be one. Hence morality can't be one set of universal values either.

Post-truth gives importance to individual perception and subjectivity in determining morality. *emotions & beliefs etc.*

It is often compared with the fable of "Blind Men and Elephant", where every individual defines elephant in their own way, and no one gets the whole perspective. Hence even if every one is true, but no one is getting the complete version of truth.

In light of above fable, it is criticised that, in quest of multiple truths, post-truth fails to understand the essence of Universalism in morality.

Remarks

Universalism brings in stability, harmony and uniformity. ✓

However the essence of post-truth can also not be ignored. It recognises the existence of multi-culturalism, which may see morality from different perspective.
 Nonetheless, it is being accepted that, even if the moral values seem to be different at surface, they remain same at the core. ✓

Don't you think the fable of elephant also depicts importance of multiple values

3½

Remarks

13. "States are not moral agents; people are, and can impose moral standards on powerful institutions." Do you agree with the statement? (150 Words) (10 Marks)

Traditionally 'human being' is considered as the moral agent, who is required to use set of moral & ethical standards to decide right / wrong.

It is further said that 'institutions' are lifeless, and it is guided by the people who occupy positions in it. Hence, when we say institution is taking a decision, it is actually the person in position taking decision or making choices.

However, a person occupying a position can't take decisions only based on personal belief / moral values. He has to take decisions in a way that satisfies the organisational values.

For example, 'Judiciary' is an institution. It is presided by Judges. However judgement has to be based on ideals of Constitution & not personal value system.

Remarks

At the same time, institutions are the creations of people, and hence they can decide the moral standards of that particular institution. For example, in democracy

people choose their leader to lead an organization. Hence invariably they choose who can rule them, and through what means

Does it mean that states can't be held accountable for its actions?

4

Remarks

Section - B

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

14. Once you went to the market with your mother for festive shopping. There you found that most of the shopkeepers have employed children as attendants and were behaving very harshly with them. You get very touched by seeing all this and started arguing with one of the shopkeepers on this issue. Your mother told you to stop and asked you that if you argue like this, he will remove the child and the child may have no earning source for the family.

- What will you do in consonance to your moral quality in this situation?
- Discuss the limitations of various possible actions that you are supposed to take.
- Among the available options, which may yield the desired result in consonance to your moral quality?

(250 Words) (20 Marks)

The issue here is child labour, violation of basic rights of children, which hampers their overall development.

(a) As it is said, Ignorance ^{of a crime} is ~~this~~ as bad as committing a crime. Staying silent, will not be in consonance with my moral values and personal conscience as:

(i) Child labour is against the constitutional morality, as a responsible citizen I should act against it.

(ii) harsh behaviour also points out their bad working conditions. This is going against basic human rights.

Remarks

Hence my course of action will be

- (i) Report to police about such illegal practice
- (ii) Take help from some NGO, to ensure better education for the children
- (iii) further the livelihood part can be taken care by the NGOs.

(b) Possible actions

- (1) Reporting to police about prevalence of Child Labour:

Limitation

- (i) Can deter employment of child however, will not solve issue of livelihood which is main cause of such employment

Also later the parents could force child to work in factories etc?

- (3) Personal Charity:

It has limited utility, as personally I can help only 2-3 children. However the issue needs substantive addressing

Remarks

(3) Taking help of civil society

This will help in rescuing children and
 NGO's can help giving them better education
 & skill.

Could you
 yourself find
 time &
 educate them?

(C) The best course of action is to bringing in
Civil Society / NGO functioning in such field
in the locality. It is also has to be taken into
 consideration that, this is main borem of
livelihood for many. Hence the NGOs
 can focus on vocational skill development, making
children employment ready in future. Further
 NGOs can bring awareness about existing
 govt schemes that provides free education
 and also schemes that addresses employment
issues.

Good final approach!

(9)

Remarks

15. In a major demolition drive, civic authorities demolished around 1,300 illegal hutments in a cosmopolitan town. According to the officials, the encroached land of 20 acres belonged to the forest department. It was the same area where a few months back the Chief Minister's flying squad had discovered the unauthorized settlement with most having illegal energy (power) and water connections. There was a mob that tried to resist the demolition drive, but cops managed to thwart any such attempt and the demolition drive was carried out peacefully. After the success of the first demolition drive, the concerned department wants to continue it. However, on the other hand, Slums are providing low paid works as well as cheap vending of essential commodities like vegetables and eggs. Besides, their women-folk work as "Ayas" or "didis" (maid-servants) in middle-class urban households. But slums deface the beauty of the cities and spread lots of dirt and squalor in the vicinity. They are also breeding grounds and hideouts for criminals. A strong case has been made by the superior authorities to remove these slums and their dwellers by force, even if it was mid-winter. You have come to know that officials are taking this decision under pressure.

You are the enforcing officer. You have the following options:

- You would vacate the slum by using the police force.
- You will request your senior officers to wait till the weather become normal and an alternative place for the settlement of the slum dwellers will be designated with basic amenities.
- Raise this issue with the help of Media.

Analyse the above options and decide your course of action. (250 Words) (20 Marks)

The case here points out problems of illegal encroachment leading to unplanned slum growth. Demolition ^{without plans for rehabilitation.} poses ethical challenges of violating basic human rights.

(a) Vacating slums by using police force.

Vacating the slums, by using force, will solve problems of encroachment, freeing the land will give opportunities of development.

Remarks

As I am the enforcing officer, my duty or work ethics demands diligence in completing the task.

However, as the task is not accompanied by 'Rehabilitation' measures, it poses challenges to protecting 'basic human rights', especially children, women, elderly will face issues of shelter in such whether.

Do you think this would be oppressive state action?

(b) Requesting Seniors

Requesting Seniors for delaying the work till an alternative plan of settlement is in place seems to be better approach, However given the fact that, the order is passed under political pressure, much can't be expected from Seniors also.

(c) Raising issue with Media:

Raising issue in media, will help in forming a public opinion. Public can sympathise with issues of slum dwellers.

This will put pressure on political leadership.

Remarks

to act sensibly. However it goes against values of "duty boundness", impartiality and anonymity!

My Course of Action

The 1st step is to ask help of senior appraising them of present situation. Further written request for providing alternative settlement plan can be sent to local political representative.

only the last resort would be to involve media, as protection of basic human rights is the highest value of humanity.

Good!

(9)

Remarks

16. You are a senior civil engineer in charge of a very big road project. You find that the 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 with 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, giving reasons.

(250 Words) (20 Marks)

Here dealing with the issues requires one to have value of compassion along with professionalism

Core issue :- Delay in project, quality of work affected; However contractor is known to execute work in good faith.

(a) Options available

(1) Take strict action against the contractor for laxity in executing the contract and completely ignoring condition/mental status of contractor.

(2) Give time to contractor, keeping in mind, his bad situation, and not taking any strict action

Remarks

(3) Talking to the Contractor, about the degrading quality of work, and giving him ultimatum/warning to uphold quality of work ✓

(b)

A. Taking Strict Action

<u>Merit</u>	<u>Demerit</u>
(i) <u>uphold values of professionalism</u>	(i) lack of empathy towards Contractor ✓
6/10	(ii) Bad impact on Work Culture ✓
	(iii) organisational ethics gets impacted.

B. Not taking any action

<u>Merit</u>	<u>Demerit</u>
(i) <u>upholding values of Compassion.</u> ✓	(i) work is getting affected ✓
	(ii) Professional ethics in danger ✓
	(iii) <u>Bad example/legacy</u> for <u>subordinates</u> : <u>indifference</u> ✓

Remarks

Hence I will take 3rd Course of Action:
because of following Reasons:

(i) organisation should always value
'integrity' & 'good faith', as I am aware that
he is a honest, taking strict action will
demonstrate the Contractor

(ii) At the same time, as a civil engineer
I have to ensure quality of work.

Hence, 1st step would be giving warning
to Contractor to execute the work
in accordance with contract.

(iii) I will give him sufficient time to
effectively roll back to Work. However if
such laxity in work prevails, I will
take strict action against him.

8%

Remarks

17. People of a slum area are disturbed because of loudspeaker noise coming from nearby religious places. Community members of that area are not happy, as the sound is loud, and sometimes fiery speeches are also made. Also, there is a sense of competition between different religious abodes to go louder especially during festival seasons. They don't have the courage to go to community leaders or police stations. You are the son of a rich and powerful businessman who is preparing for Civil Services. One of your servants hails from that area and explains his problem to your father. But your father doesn't want to get into that, as he is the biggest donor of the religious celebration of that area.

(a) What will you do according to your moral conscience?

(b) Discuss various options available and discuss the merits and demerits of various options. (250 Words) (20 Marks)

Issues

Competition between religious groups → affecting
Fundamental Right of living with dignity
Under A. 21 as guaranteed in Constitution.

(a) It is said that, when one have
Courage to do something, nothing is impossible.
However, the people living in slums are
Unwilling to go to community leaders/police
Further my father has the capacity to
influence the community leaders as he is
the biggest donor. However he is unwilling
to do so.

Remarks

First I will try to influence my father by approaching him of his responsibility as a businessman and a influential leader. I will also tell him that, his efforts in this area will be praised on the business community and also increase good faith.

However if he still denies, I will try to talk to people there and encourage them to talk to community leaders. If this doesn't happen, I along with few local people can register a complaint in police station.

(b) Influencing father to take action.

Merit

- (1) As biggest donor, his request will have greater acceptance among community leaders.
- (2) Persuasion by a powerful businessman may help.

Demerit

- (i) chances of denial to take effort in this regard.

Remarks

(2) encouraging local people to stand against such practice

Merit	Demerit
(i) will breed culture of self-reliance, where they will get courage to solve their problem themselves ✓	(i) local people may get backlash from religious leaders ✓

Could you help them to communicate?

(3). Going for a police complaint

Merit	Demerit
(i) police complaint will result in police taking strict action against those who violate orders ✓	(i) may irritate the local religious leaders (ii) may not be sustainable as police may not be present all the time ✓

The course of action must be follow a pattern: 1st person in power/position can be requested, then or local people can be encouraged, and lastly if everything fails, police complaint should be resorted as last measure.

Good!

Remarks

18. You are a doctor in a government hospital. One of your lady friends got married in a very rich and influential family. However, with the passage of time, you came to know that the family is very conservative as she visited you to seek your help in determining the sex of the child at the fetus stage. Her in-laws want a boy child to act as the inheritor of the family and they have also ordered to abort the child if it is a girl. Later her in-laws insisted hard and connected you with the Health Minister on the mobile phone. The minister said the doctor to help them in all possible manners. Thus reporting about the issue to the police is waste.

Based on the above situation, answer the following questions:

- What are the ethical dilemmas in the above case?
- Do you think that your moral obligation also demands to help your friend?
- A doctor in a public or government hospital should obey the Health Minister for whatever he says. Do you agree and why?
- What steps will you take in the above situation? (250 Words) (20 Marks)

(a) Ethical - dilemmas

(i) Work ethics v/s individual and moral

Conscience: As a doctor I need to help the patient, ~~conscience~~ however sex selection is illegal.

(ii) gender equality v/s Preference for son

(iii) Right of mother ~~over~~ v/s Rights of family

(iv) Progressive values v/s orthodoxy & Parochial interests.

(v) Personal obligation to help a friend
Conflict with responsibility as an enlightened
Citizen

Remarks

(b)

Here the friend has sought my help in determination of sex of child. If I don't help her, she might have to go through problems and stress, because of laws insisting on sex selection. However my work ethics demand from me to work in consonance with organisational values.

My moral obligation to help the friend can't weigh over my obligation towards the profession & even as a citizen I can't go against Constitution & Laws of the land.

So even you can help your friend in different manner then?

(c) It is important that, Subordinates abide to orders from superior in an organisation, as it help in maintaining order, decorum & also it is important for discipline.

However, abiding by illegal / unreasonable order is against values of truth, honesty & integrity.

Remarks

one has to understand that, the commitment is not towards superior/(health minister), rather one's commitment should be to fulfill the goal of organization

(d) steps to be taken :

1) I will try to persuade the in-laws, especially ^{to} my friend. I will ask her to take a stand for her child.

2) As Police Complaint is of no use here, the ~~better~~ last resort would be whistle blowing, as I can't accept an order which is not only illegal but also unethical.

Good approach adopted.

(9th)

Remarks

19. You are head of an organization that has a large public interface. One day an old man approaches you and complains that one Assistant in charge of the Old Age Pension Scheme is demanding Rs. 100.00 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 money, are harassed.

You have become very upset with the state of affairs and want to solve the problem of the old man along with bringing some qualitative change in the work culture of the organization, for better service delivery.

- (a) What are the options available to you?
 (b) Evaluate each of these options and choose the option which you would adopt, giving reasons.

(250 Words) (20 Marks)

As a head of organisation it is my responsibility to ensure, the employees uphold the values and standards of organisation.

(a) What are steps available?

(1) Suspend the official involved in such corrupt practice.

(2) help the old man getting his pension, but keep status-quo, as it has become common practice.

(3) Bring in Reforms, to change work cultures positively, devising strict disciplinary action against corrupt officials.

Remarks

(4) working on building value system of each official, which will require time.

(b) 1) suspending the official - It will help in creating an example for others, may deter others to involve in corrupt practices. However it won't bring a change that is Sustainable.
 ✓ *Also an inquiry must be done first?*

2) helping the old man will only be a one-time affair, it will not help in addressing the core issue of degrading work culture.

3) ~~at~~ Devising strict disciplinary actions - It will be quick and impact the Change however, attitudinal change can't be forced through penalty.

4) Building value system is a time-consuming process and require sustainable effort to build team spirit.

Remarks

- It would require me to become a mentor/ guide, build team spirit,
 - help each official in their personal development & growth : foreign education etc
 - giving more decision making powers, Sensitising towards the value of 'Care for elderly'
 - Bringing in sense of Purpose
- Hence it requires a sustained effort to bring in changes in prevailing work culture

Discuss various initiatives you could take like citizen charter, direct transfer of pension etc.

8 1/2

Remarks

