



**An Institute for Civil Services**

**IAS TOPPER'S**

**TEST COPY**

**BABITA RANI SWAN**

**RANK - 464**

**ETHICS, INTEGRITY  
AND APTITUDE  
TEST - 1**

**ETHICS, INTEGRITY AND APTITUDE**

Time Allowed: 3 hrs.

Max. Marks: 250

Q.	Marks	Instructions to Candidate
1.		<ul style="list-style-type: none"><li>• There are 19 questions.</li><li>• All questions are compulsory</li><li>• The number of marks carried by a question/part is indicated against it.</li><li>• Content of the answer is more important than its length.</li><li>• Answers must be written in the space provided.</li></ul> <p>Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.</p> <p>95.5</p>
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		

1. Invigilator Signature \_\_\_\_\_

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

Name Babitarani Swain

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

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

Date \_\_\_\_\_

Signature Babitarani Swain



## Section - A

1. Ethics is not only about right and wrong but also about the gradation of right and wrong. Comment on this statement in the wake of rationing of medical supplies in the times of CoVID-19. (150 Words) (10 Marks)

Ethics helps in value Judgement, to decide what is right, and what is wrong. often it is regarded as absolute, however, at times, one has to use his/her Subjectivity in case of conflicting values / ethical dilemmas

In Covid-19, medical supplies became extremely scarce, hence the need to prioritise its access has come to light. The dilemma arises, because, there are many Competent & competing beneficiaries

like

- (i) patients with Co-morbidities
- (ii) elders & children
- (iii) Doctors, Nurses, ambulance drivers
- (iv) Slum people etc

Hence deciding on who gets the medical supplies, absolute ethics can't help.

Remarks



In this situation, one has to go for gradation / Prioritisation deciding who gets access first, based on factors like:

- (i) higher risk of death
- (ii) higher risk of spread
- (iii) Keeping morale of staff high.

Hence, this might be different for different geographies, and moral agents have to take into consideration various factors, rather than restricting to absolute ethical principles

9m  
+ one more point.  
↓  
what are the limitations of clinical facts in taking decision

Remarks



2. Law cannot mention details of human conduct in different situations. Do you agree? If yes, what should guide the conduct of a public administrator if there is a conflict between legality and ethics? (150 Words) (10 Marks)

Law at best provides <sup>for</sup> minimum ethics, so as to prevent lawlessness, anarchy and chaos in society. Ethics supplements laws and provides for progressive values to ensure peace, harmony in society.

Further, Law can't mention all the behaviour, situations, that demands use of morality, as morality can't be codified; rather it has to be internalised.

What should guide when there is  
Legality vs ethics :-

- (i) At times law and ethics may come at loggerheads. For example, if law demands, increasing work hour, in organisation and, one has <sup>moral</sup> ~~ethical~~ responsibility to take care of elderly parents at home, who are completely dependent. In this situation one can't completely ignore any one of it, and have to choose a middle path.

Remarks



(2) Law vs Ethics

Law might demand complete loyalty to organisation, however one's ethics may demand to disclose ongoing fraud in organisation which might tarnish image of govt. In such situation, one has to see the "larger public interest" → any example?

(3) situation where law might have upperhand over one's personal moral values like criminal lawyers have to defend a accused, even if he is individually feels apprehensive about the act.

Hence, values of public interest, equity, Compassion, societal obligation guides one to deal with situations where Law & ethics are conflicting.

Good points.  
But more clarity, needed.  
Use effective illustrations

Remarks



3. "Good people do not need laws to tell them to act responsibly, while bad people will find a way around the laws." (Plato). How does national character determine the success or failure of government decisions like lockdown during the Covid-19 pandemic? (150 Words) (10 Marks)

The statement emphasises the importance of 'Character' and motive / intention. As one's actions are nothing, but reflection of his Character.

This can be understood by looking at governmental decision to go for lockdown. The lockdown measure has given mixed result.

(i) It was somewhat successful in delaying the spread, if not preventing it. This was because, even if laws were there, people found a way to breach the law and breached government lockdown measures.

(ii) Governmental measures also worked on persuasion, increasing awareness among people, however, it met with limited success, as value of "sacred" value of "sacred"

Remarks



welfare" and sense of obligation for  
ones own safety & safety others were  
missing.

from the above, it can be said that,  
govt, though enforced lockdown, devised  
punishments, created awareness, but it  
lacked, on front of building value  
system, to bring in a sense of responsibility.

4

Remarks



4. What do you understand by the famous injunction "the greatest good for the greatest number"? Do you think it is the perfect basis for policy-making?  
(150 Words) (10 Marks)

The injunction "greatest good for the greatest number" reflects / underlines the following premises:

- (i) Larger public interest
- (ii) Keeping social interest over one's individual interest
- (iii) maximisation of happiness for largest number and reduction of pain

Is it perfect basis for policy making?

(i) The utility of the concept lies in its simplicity. Evaluating public policies on this parameter is easy, as goals are clearly defined, quantifiable and measurable.

(ii) ~~However~~ For example, 'Poverty Removal' measures of 1970's, Policies of 2nd Five year plan, to invest on industries, objectives of Green Revolution, based on this idea.

Remarks



(ii) However, the problem arises, when we can't quantify things, such as values of equity, compassion, Justice can't be measured.

For example, Green Revolution was boon for those who had larger agricultural lands, but it led to exclusion of small, marginal, landless tenants & sharecroppers

(iii) Further, this concept doesn't take into account 'individuality'. However today development is based on enabling citizens / empowering them to share execute their choices.

Right Based policies like RTI, RTE, FRA, are based on this concept.

Hence, greatest good for greatest number (economic growth) is important but not sufficient to bring in SOCIAL JUSTICE.

Remarks

6



5. "Morality is the set of rules governing behavior that rational people accept, on the condition that others accept them too." Explain how constitutional morality helps us live with social harmony. (150 Words) (10 Marks)

Morality guides one's social behaviour. It is based on societal values, norms and tradition. However, problem arises when 'moral value system' of one section, comes at loggerhead with another section.

The solution lies in Constitutional morality, which imbibes progressive values of diversity: acceptance, tolerance, Universal brotherhood (fraternity) and finally UNITY & INTEGRITY of the nation.

Role of Constitutional morality in ensuring Social harmony?

(i) Constitutional morality is based on equality and Universalism. It gives each section enough freedom to pursue their own set of values, at the same time puts some reasonable restrictions to ensure, freedom is enjoyed by ALL.

Remarks



For example Right to Religion (A.25)

Provides freedom to practice one's own Religion, but it doesn't extend to "Right to Conversion", as this will in effect violate right of religion of the other person.

- (ii) It provides for equal opportunity to all & envisages a egalitarian society, based on Socio-economic Justice.

Hence, it is duty of society to ensure everyone follows constitutional morality and internalises it.

V. G. W.  
5

Remarks



6. "It is ethics in private relationships that ultimately determines ethics in public relationships." To what extent do you think this is correct? (150 Words) (10 Marks)

ethics in private life, regulates one's relation with self, family, friends and community. Ethics in public relationship regulates one's relation with organisation, colleagues, customers etc.

Usually it is stated that both deal with different spheres, however there is strong interlinkage between the two:

(i) For example, if Public ethics requires one to 'Respect Women' in work places, however, in individual capacity his value is dominated by patricarchy, it is difficult to extract progressive behaviour. The increasing cases of sexual assault at work place reflects the above conflict.

(ii) one's actions in public sphere is not only guided by explicitly prescribed goals, but subconsciously, it also follows

Remarks

organizational Rule  
code  
etc.



from one's inherent belief system.

ex: elitist attitude of bureaucracy, even if public ethics demand attitude of 'service' points to this.

(iii) Further, Private conduct ~~is~~ have significant impact on one's Public Conduct too.

For ex: Gandhiji, not just prescribed others to follow Values of Truth & Non violence, but he practices these values in private life too.

only when public ethics & ~~private~~ ethics complement each other, there will be harmony in what one says, what one believes, and how one acts.

Good  
here discusses  
virtue  
character  
etc.  
to make  
you analyse  
more effectively

3-2

Remarks



7. Do social norms essentially overlap with ethics? Can there be tension between these two? Illustrate how a dynamic and progressive society resolves the tension between social norms and ethics. (150 Words) (10 Marks)

Social Norms are result of various Sources such as Religion, family values, traditions, and culture. ~~It~~ usually ethics and Social Norms complement each other, as it was Religion, which came <sup>1st</sup> with progressive values like unity, brotherhood etc

However at times social norms come to conflict ethics due to following reasons:

- (i) Social ~~norms~~ are static, whereas ethics is dynamic and takes into account modern values
- (ii) Social Norms are considered as absolute, however ethics is subject to debate, discussion & negotiation

However, Society ~~to~~ be progressive has to resolve such conflicts in following way:

Remarks



(i) Social Norms should focus on value education, It should take into account diversity.

(ii) Diversity is the base core values like acceptance, tolerance, brotherhood.

(iii) As Raja Ram Mohan says, Religion which doesn't take into account modern progressive values, fades in time. Hence religious teaching should focus on ability to reason, ability to decide independently.

It is the approach of society to teach values to its members, that decides its progress.

3-2 ✓

Remarks



8. "Although approaches of religion and ethics differ, religions do provide a bedrock of values to develop an ethical framework." Reflect upon this statement.  
(150 Words) (10 Marks)

Religion is static, whereas ethics is dynamic. Religion is based on authority of sayings of religious scripture. However, ethics derives its authority from 'acceptability'.

Further, Religion gives no scope for debate, discussion & demands its obedience in all situation. Whereas, ethical values can be changed with debate, discussion & negotiation.

For example, in case of WTO, trade ethics demands for lifting all trade barriers, however, it also gives scope to least developed countries to protect their local industries.

However, it is erroneous to think Religion & ethics conflict with each other.

Remarks



(i) Religion was 1st to prescribe <sup>moral</sup> values of individual towards society:

Sufism & Bhakti movement stressed values of 'brotherhood' & 'unity'. These are the basic premise for constitutional value of FRATERNITY and global value of PEACE & HARMONY

Overemphasis on aspects related to religion.

(ii) Religion talks about values of Compassion, equates 'Service to humanity' with service to God. These values are important even today to ensure SOCIAL JUSTICE.

Hence, Religion forms bedrock for ethics, and ethics provides for progressive values and tries to fill the gap, where Religion is unable to deal with ethical dilemmas.

Morale were explained around faith & Reason.  
It will be around this.

Remarks



Writing After time finished.

9. Discuss attributes of 'Crisis Leadership' during the times of crisis. (150 Words) (10 Marks)

Leaders are not only characterised by ability to lead during normal times, but the actual test of leadership is during crises.

→ In crises, Leader is not only required to lead <sup>by self</sup>, but is required to enhance capabilities of subordinates to lead. For example during Quit India movement, when all leaders were jailed, there was no leader to guide the movement, people decided their own strategies, led the national movement.

This was only possible, because Gandhi worked on ground to build the capabilities of people.

→ Further, in situations of crises, the leader is expected to strike confidence, among followers, come out with vision to deal with the crises.

Remarks



For example, former PM P.V. Narasimha Rao led the country, when it was reeling under economic crises.

→ As crises brings challenges, leader is required to inspire / motivate followers.  
 For example; during Covid-19, the front workers (nurses, doctors) were regarded as warriors, and ~~motivate~~ the nation as a whole recognised their efforts. This inturn helped in sustaining their morale.

Hence leaders' roles become all important during crises, as during crises, he/she is dealing with unexpected, unpredictable, undefined problems.

5-14

Remarks



10. Introduce the idea of "Vasudhaiva Kutumbakam". Do present times provoke us to change our understanding of the 'moral community'? (150 Words) (10 Marks)

The idea of 'Vasudhaiva Kutumbakam' is based on value of universal brotherhood and global peace. The principle is very important in today's world:

(i) Terrorism: Acts of terrorism which is based on Jingoism is a threat to global peace. Here narrow interpretation of 'moral community' is taken.

(ii) 'Moral community' is often equated with individuality. However issues like environmental degradation, pollution, climate change, can only solved by 'collective action'.  
Collective Action & not individuality can ensure sustainable development.

Remarks

R<sub>1</sub>



(3) Issues of communal riots, violence are also based on narrow interpretation of moral community.

(4) The need of the hour is to revive the value education system, by looking critically 'at moral community' and making it broader, by integrating values of universal brotherhood.

32

Remarks



11. "When wealth is lost, nothing is lost; when health is lost, something is lost; when character is lost, all is lost." Why has character building been emphasised so much since ages? (150 Words) (10 Marks)

One's action reflects one's character,  
'Character' is the only thing that supercedes  
 all other external things like money,  
 Power, Muscle Power etc.

One's character, and its impact  
 is not restricted to oneself, it shows  
 its impact on society, family, nation, public  
sphere etc. Hence since ages focus has  
 been given to building virtuous  
Character.

Why it is important for society?

(1) ethical Rules, norms, Regulation can guide  
 one's behaviour, only to a limited extent.

However, building one's character, ~~will~~ will  
 make one capable of taking decisions, &  
Resolving conflicts even in absence of  
such Rules.

Remarks



(i) It is important, because rules can't be codified always. It has to imbibed into ones character.

(ii) This is also important to ensure trust & confidence, as trust is not derived from rules, rather from character.

For example, Hindu marriage act prevents polygamy, However it doesn't reinforce loyalty towards one's spouse, as one can indulge in extra marital affair, escaping legal angle.

Hence it is needed to focus on building character, through value education, positive reinforcement, and encouraging progressive behaviour.

Discusses  
Role of  
Trust, Ethics,  
Character,  
Culture  
etc.

13-2

Remarks



12. "Relativity applies to physics, not ethics". Do you agree with this statement? Give arguments and illustrations to clarify your position. (150 Words) (10 Marks)

The above statement emphasises the universal application of ethics and ~~rejects~~ rejects idea of relativity. This can be understood by taking an example:

(i) The value of 'honesty' is an absolute value. one can't justify one's acts of corruption on basis of 'quantity' brand involving 50 rupees is as grave as brand involving 500 rupees, as it threatens value of honesty, trust & loyalty

(ii) Relativity gives scope to justifying one's unethical behaviour, unlike universal principles that ensures predictability and uniformity

However, absoluteness of ethical principles can't help when two important values are at loggerhead.

Remarks



Here to resolve ethical dilemmas, which are meritorious enough, individually one has to go for middle path.

Value of self-actualisation v/s value of family responsibility - for example one wants to ~~go abroad~~ to pursue higher studies, however, he has a child, without mother, → value of ~~for~~ 'care for child' Conflicts with value of self-actualisation.

Hence absoluteness of ethics have limited applicability, where 2 important values / ethical principles conflict each other, the relativity principle helps resolving Such dispute.

Remarks



13. What do you understand by the term "moral agent"? Does the rise of AI make us rethink the traditional meaning of this concept? Explain. (150 Words) (10 Marks)

Moral agent refers to the person, whose actions are under scrutiny of righteousness/wrongness. It also refers to the person who is expected to take decision, by taking into account values and ethical principles.

Till now moral agents were Humans, as they had capability to THINK, to REASON, and to JUDGE, to PERCEIVE. However with emergence of thinking computers, the concept is getting unclear day by day.

Emergence of AI & Concept of Moral Agents?

- (1) With coming of Artificial intelligence, machine are capable of learning, thinking, analysing and deciding.

Remarks



(ii) These capabilities earlier were described human capabilities. However invention of AI has blurred the idea of moral agent.

However, one thing that still separates Machines from Humans is FEELINGS. The human touch is still important, ~~for~~ compassion, equity and welfare.

~~3-1  
Ref: Hints for analysis~~

Remarks



## Section - B

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

14. You are head of a charitable trust that takes care of education, clothing, food and other basic needs of children from the marginalized community. Your organization also offers health services to the members of the weaker section. You find it difficult to serve qualitatively because of the crunch of funds. The trust runs on donations and contributions from donors only.

There has been a regular fall in contribution from several eminent persons who were prime donors previously. The response to your decision to go for a small advertisement to get a donation for the good cause is not very encouraging. However, a prominent local politician albeit with a criminal record offers a hefty donation. You are in dire need of money to keep running the charitable trust.

What are the options available? Analyze.

(250 Words) (20 Marks)

The pressing issue here is lack of funds and no immediate ventures to gather money except money from a local politician, who has a criminal record.

### Options available

- (1) Deny to receive funds from local politician

#### Merits

(i) They will uphold my moral value of aspiring for virtuous character.

(ii) maintain trust in the organisation.

#### Demerits

(i) Due to lack of fund charitable activities will suffer

(ii) I might have to cut spending on few activities

Remarks



(ii) This act will also act as precedent for future leaders

(2) Accept donation from the Politician

Merit

(i) give the much needed resources to spend on Social Welfare

(2) Keep alive the relevance of the Charitable trust

Demerit

(i) increase distrust among Society of possible Collusion between organisation and Politician

(ii) might lead to politician demanding some illegal favour in future

(iii) This might affect the goal of organisation

In ~~1st~~ option, when I deny to take money from politician, I have to find some alternatives of gathering resources, such as trying to Persuade the donors, link with NGO, ask for governmental help and like wise.

Remarks



In 2nd option, when I take money from politician, I need to ensure 2 things:

(i) The ~~best~~ politician doesn't have proven criminal charges i.e. the value of considering him innocent, until proved guilty

(ii) He/she doesn't have any illegal motive behind such donation, and making this clear to him.

If these 2 conditions are fulfilled, I will receive the donation and keep alive the charitable activities. Here, the goal of Social welfare weighs over my personal morality, however at the same I must ensure the goal & values of my organisation doesn't have to be compromised.

Remarks



15. Although India is amongst the fastest growing economies in the world, it still has one-third of the world's illiterates. India, being a mixed economy, needs government intervention in the area of education because education driven by profit motive cannot benefit the masses. More Indian children are in school than ever before, but the quality of government schools has sunk to spectacularly low levels. The children in these schools come from the poorest of families - those who cannot afford to send away their young to private schools elsewhere. India has had a legacy of weak schooling for its young, even as it has promoted high-quality government-financed universities. In light of the grim picture of public schooling in India, suppose you are a District Collector and a group of poor people approaches to make you aware about the pathetic conditions of public schools in their areas. They handed you a letter that contains five problems regarding the dismal state of schools, i.e., lack of hygienic toilet facility especially for girls as there are common toilets only, non-availability of clean drinking water, lack of proper security, absentee teachers and rude behavior of teachers and staff with the students. Because of such problems, often parents are not sending their children. The dropout rate is also high. Your Education Minister also expects something concrete from you as he has to answer the local public and media about this issue. With respect to such problems, how will you go about providing solutions so that your action may become example for others to learn?
- (250 Words) (20 Marks)

The above case involves both structural and behavioural issues:

Structural

(i) Lack of proper infrastructure: toilet, drinking water, security

- ↓
- School dropout
  - dismal quality of learning.

This grim picture, completely negates 'education systems' as tool to ensure value education & build citizens of virtuous character.

Behavioural

- (i) Teacher's low morale to come to classes
- (ii) Lack of empathy among teachers
- (iii) Trust issues among parents about public schools.

Remarks



## What can be done

### (i) Structural aspect

→ There are various schemes under government for the building of toilets, providing drinking water etc. Hence a need to find out inadequacies in implementation of such schemes like Swachh Bharat, MDM, for timely intervention.



for this, I will consult the Panchayat members, by convening Gram Sabha meeting

### (ii) Preparing a timeline for building such infrastructure, and 'Gram Sabha'

Can be entrusted with monitoring.

### (iii) Constitution of a 'Social Audit Committee' involving local NGOs, eminent locals for concurrent auditing of implementation.

### (iv) Giving award to schools, and those villages which can complete the activities in timely manner.

Remarks



### Behavioural Aspect

- (i) Teacher's absenteeism can be prevented by giving responsibility to Panchayat to manage school activities.
- (ii) Constituting parent-teacher meeting in a periodic manner. This will enhance trust among parent, and increase sense of responsibility among teachers.
- (iii) Teachers Training' modules can be rolled out at block level. These modules should also include value education.
- (iv) Devising a 'Reward System' for best performing teachers, by creating a small pool of funds from donations. This will incentivise teachers to perform & focus on quality of education.

Remarks



16. 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 members also approached the local political leaders to do something about it. Since that community is a potential vote bank of the ruling party, so you are quite aware that sooner-or-later you will get instructions from the political quarter also to do the same. Answer the following questions based on the above situation:

- Discuss the dilemma tangled in this case?
- Is it ethical to take strict action against him?
- In what ways can you intervene in the life of such drug addicts? (250 Words) (20 Marks)

(a) Dilemma

(i) work ethics v/s Political Pressure:

By legal means, as the person has not done any crime ~~arresting~~ him goes against, work/duty ethics.

However, not arresting, will lead to affect my career perspective.

(ii) issues of Societal ethics v/s Social Policing

Society plays an important role in building one's moral character. In this case the person, lacks family, and hence next important system in building value is society. However Society here acting as biased Judge rather than showing value of 'acceptance' &

Remarks Reforming



(b) Is it ethical

- (i) As mentioned, the Person is drug addict, however, he is not involved in any crime, as the 'Society' over here is missing on its duty to Reforms, other institution has to come to play the Role.
- (ii) There is no law which prescribes arresting, who is having a bad habit, but not indulging in crime.
- (iii) Further Indian police system is not just a tool for punishment but also a tool to reforms.
- (iv) Hence taking strict action against someone who needs love, care, attention, is unethical.

(c) How to intervene?

- The 1st step must be to discuss with any of the local who have reputation & is respected by all in the colony.
- I will ~~try to~~ persuade the Person to give the orphan a chance to reform & how

Remarks



arresting him, can make him a criminal one day.

→ If this fails, I will take help from some centers of drug deaddiction and persuade the young man to go to such centers.

→ Talking to some NGO, to take care of his financial needs for some time.

→ Focus need to given on 'developing some skill' to make him employment ready

Hence ~~intervention~~ needed on many aspects to change his attitude, & make him capable of taking independent choice in life.

8/2 ✓

Remarks



17. 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. (250 Words) (20 Marks)

The issue in the case reflects 'Lack of Political will', politics to serve vested interest, rather than achieve social welfare, diminishing morale of officials. All these combined can lead to displacement of the final goal : Immediate Rescue/Rehabilitation, measures & ensuring safety of victims.

(a) Options

- (1) Talk to the minister & try to persuade him to reverse his order  
 (2) Don't react to actions of minister and carry on the rescue/rehabilitation measures with available staff.

Remarks



(3) Do according to what ministers says, hence, preventing disruption in rescue / rehab activities

(4) Take help of media, to highlight the issue, and holding the political leaders accountable, can also take help of NGO / CSO

### (b) (1) Talking to ministers

Merit	Demerit
(i) Political executive and Permanent executive both are important in Success of any scheme	(i) Ministers might not <u>give heed</u> to my advice.
(ii) <u>Taking along ministers and Persuading him</u> will ensure effective rescue & rehab	(ii) Ministers might put political pressure

### (2) Indifferent attitude

Merit	Demerit
(1) <u>will be able to</u> complete the work, without getting involved in political tussle.	(2) Constant obstruction by Politicians (3) <u>Morale of officials are low.</u>

Remarks



(3) Obedience

Merit	Demerit
(i) political benefits for my career	(i) goes against my moral value & work ethics of maintaining <u>neutrality</u> & working <u>impartially</u>

(4) Multi-stakeholder

Merit	Demerit
(i) When multiple stakeholders are involved it ensures responsible behaviour by local political leaders, as they can't risk their image to get tarnished.	(i) may lack the powerful ministers and can affect my <u>career</u>
(ii) It will also improve morale of officials, as they won't face political pressure	

The best source of action is combination of step (1) and step (4).

Remarks

Ref. Hints

7 1/2



18. You are a civil servant and posted at a place with multi-cultural and multi-identity population with one dominant majority group and a big minority group. There arose a dispute on setting up statues of their respective icons in the area, cross claiming the same space. Any casual approach or delay will cost huge as history indicates of big conflicts. The election is around the corner so different interest groups are eyeing to reap the benefit and have tensed the environment. Answer the following questions:

- What preventive steps would you take to stop flaring up of a brewing dispute?
- If the dispute flares up and turns violent, what would be your quick measures to contain it?
- How do you react when failure to pre-empt and contain such a situation leads to your suspension?

(250 Words) (20 Marks)

(a)

The Case involves issues like

(i) Lack of values of Unity

(ii) Elections : Can take advantage to incite riots, → vote Bank Politics

Following steps can be taken to prevent flaring up of disputes :

(i) Leaders from both communities can be called individually & separately and listening to ~~one another~~ each of them. They can be persuaded individually

(ii) The next step would be to bring in respective leaders together, political leaders, and eminent personality who is respected by both communities.

Remarks



(iii) Further taking help of media, to highlight the issue, to form a public opinion, and this will also prevent opportunistic behaviour by politicians to a large extent.

(b) When Dispute flares up

(i) The immediate step would be to maintain law & order, prevent violence, and ensure safety of civilians.

(ii) Police force, use of tear gas to disperse any gatherings which might spread violence.

(iii) Ground intelligence; <sup>Real time</sup> information about any gatherings, is important to stop spread of violence.

(iv) taking into confidence, the local leaders to help in persuading people to stop maintain peace and restrict from violence.

Remarks



(C) If I fail to contain the situation  
and it leads to my suspension

→ This will affect my sense of dutifulness,  
 and create a sense of dissatisfaction, as  
 I was not able to fulfill my duty  
 to deal with the situation.

Excellent conclusion!

However, failure is part and parcel  
 of life, and also holds lessons, for  
 future learning. I will calm myself  
 and will try to accept the failure &  
 consequent suspension gracefully and  
 will take time to reflect upon my  
 past actions, to identify what may have  
 resulted in failure of actions.

only The person grows only when  
 one accepts failure & learns from it.

Remarks



19. Ragging usually begins as an innocent tradition to get new students acquainted with each other but has gradually become a method by which anti-social elements of the institute assert their dominance on the campus. You are Vice Chancellor of a university where 20000 students are enrolled. Every year the cases regarding ragging of fresher students by the seniors are reported. Recently a fresher student became a victim of frequent ragging and sometimes violence when apparently he defied irrational and vulgar demands of the insensitive seniors. He complained to you related to that next day. Answer the following based on the above case:

- What would you do to restore the loss of self-esteem, to the victim?
  - How will you remove the feeling of helplessness and being let down in fresher, for no fault on their part?
  - If the students involved in ragging are identified, what will you do?
- (250 Words) (20 Marks)

The case here involves various legal and ethical issues

- Ragging is illegal.
- attitude of hedonism & lack of values of compassion towards newly joined Juniors.

(a) Step to Restore self-esteem of victim  
 I will congratulate him for raising  
voice - against the unfair practices. only  
when positive behaviour is rewarded/  
recognises, it gives rise to culture  
of reinforcing such values.

Remarks



And also encourage other students to Raise voice against such illegal & insensitive Practices. This will not only boost confidence in the victim, but also inspire him to Show courage in future.

⑥ Remove feelings of helplessness among

freshers: This issue can be dealt in both institutionally & behaviourally.

→ Institutionally, I will set up an Complaint system, to Complaint against such behaviour, and devise strict disciplinary action against seniors who practice

→ Behaviourally, on one hand, when freshers join, they should be apprised of existing institutional mechanisms, and instilling confidence, that strict action against ragging will be taken. Also formal & informal meetings with senior-junior can be arranged. games can be planned, to bring in sense of

Remarks Responsibility.



© If students involved in ragging  
identified:

~~strict~~ disciplinary action against  
such seniors may deter one to do the  
same in future, but values of  
responsibility, and sensitivity can't be  
reinforced, by the same.

Hence, values of sensitivity, responsiveness,  
brotherhood, has to be institutionalised in  
the culture of university.

Even after that if one found involved  
in ragging, strict disciplinary action  
has to be taken.

Remarks



Remarks