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GS

# ETHICS, INTEGRITY AND APTITUDE

Time Allowed: 1 hr.

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-Answer Booklet must be clearly struck off.</p>
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1. Invigilator Signature \_\_\_\_\_

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Name B. Chaitanya Reddy

Roll No. ONGSMIS 2018116

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

Date 3.12.18

Signature \_\_\_\_\_

## SECTION - A

Q1. Why does cultural relativism supposedly make us more tolerant of other cultures and, critically examine the view that moral values are relative?

(150 Words) (10 Marks)

Come  
to  
the  
point  
directly

In a country like India, with vast diversity in religions, cultures, traditions, beliefs, it is common that the opinions of people of one community differs from that of others & it may sometimes lead to conflict. To prevent such conflicts the concept of cultural relativism is useful.

Cultural Relativism is analysis of opinions & beliefs of a person in that person's cultural point of view. It is a response to the western ethnocentrism.

Cultural Relativism considers that there is no absolute good culture nor are absolute good values.

It emphasizes that what is moral in one culture may not be moral in another culture.

-Example: (1) Killing cows is immoral as per Hindu religion values but is not the same as per Islamic culture.

Remarks

③ Being pure Vegan is moral as per the Jain traditions but where as other religions may consider eating non-vegetarian food as part of food chain and has nothing to do with morals.

Ques. In the above case ③ Cultural relativism helps hindu person to think from the point of view of muslim & vice versa and thus helps in showing tolerant attitude towards each other & prevents communal clashes.

Cultural relativism maintains that there is no moral absolutism and the moral values ~~are~~ differ from one culture to the other.

What about universal moral values

3

Remarks

1490000

Q2. What is the relation between conviction, integrity and courage? Illustrate. What is the need and importance of conviction in leading a society or a group or an organization to achieve the goals of change and progress? (150 Words) (10 Marks)

Conviction, Integrity & Courage are a persons inherent moral values and help moulding a persons into a better one.

Conviction : It is persons firm inner belief in righteousness.

- A person with conviction believes in the right path rather than the outcomes. He is always inherently motivated to do the right thing.

- Ex: - A person with good conviction considers taking bribe as a sin and stands by it whatever the situation is.

Integrity : It is the ability to do what is right and not what is popular, ~~what~~ irrespective of the consequences.

It is consistent moral upliftment of oneself.

- Ex: going back to the shopkeeper if pay for the items which you forget to pay irrespective of whether he asks or not.

Courage : It is the ability to follow ones ~~commitment~~ commitment.

Conviction : It is being able to follow ones mind, even

Need not supplement every value with example unnecessarily

Remarks

-  
=

after knowing that he had to face challenges.

Ex: ~~V.V. Lakshmi~~ - An administrator with these 3 qualities can become leader and make the organization function successfully.

Ex: V.V. Laxminarayana, who was the first Director of CBI had ~~dealt~~ with solving the cases of Satyam Scam, illegal mining mafia, disproportionate asset cases of Jagmohan etc. Despite facing pressures he stuck by what is right & fearlessly convicted the <sup>guilty</sup> persons irrespective of their status.

Not required

Importance of Conviction in Organization.

- In any organization there would be uncertainties & so people wouldnt welcome the change because of these uncertainties.

- A leader with strong conviction would take a strong stand and people would unknowingly follow him because of the certainty of stability the leader creates, thus leading them forward for the change & progress.

Ex: Ambedkar advocated the removal of untouchability in a caste based society. Because of his conviction he was able to convince upper class people who were till then not ready for it, towards upliftment of Dalits and thus changing society towards progress.

32

Remarks

Your motive should not be to fill up pages unnecessarily

Q3. Explain role of epistemology in administrative decisions through an example?

(150 Words) (10 Marks)

Epistemology is the study of nature of knowledge,  
Justification & rationality of a belief.

In any society the traditions & beliefs of people are  
a manifestation of its culture, history, geography, morale, etc.  
People follow these beliefs without questioning their  
rationality.

It is important to suspect these beliefs of people and  
hence the government must make laws based on people's  
beliefs. Because ultimately the government works for people.  
It is important that these distinct traditions are respected.

Ex: Law Commission has denied the need of Uniform Civil  
Code. It emphasized the need to maintain the diverse  
beliefs of people.

But at the same time, it is not correct that the  
administration completely relies on these beliefs to  
~~make laws of~~ same policies: It is important to evaluate

Remarks



-the rationality and Scientific temper behind the belief.

Ex:

Entry of women to Sairamula temple case - The petition was on age old custom and it is based on religious prejudices without any Scientific justification that menstruating women are considered impure. This is irrelevant in the ~~modern~~ present context where people are thinking with Scientific temper and hence prohibition is removed.

Triple Talak - It is a social custom being followed from medieval ages. In an era where women are now competing with men in all fields and for all rights, this biased custom doesn't hold in sync with the basic human values.

Epistemology helps administration in maintaining a balance between the traditional beliefs and Scientific questioning and helps frame better policies for better functioning of the system.

Try to keep your discussion minimum

Remarks





must have the feeling of empathy towards the people in order to frame the policies which suit their specific needs. For name sake policies would never help the country develop.

9) In a political system, to be an efficient leader, according to Confucius, one must be Self-disciplined. One must be able to put his sense under control to do what is necessary rather than what is comfortable. To be self-disciplined implies coming out of comfort zone and working for people. Leaders would only then become a positive example for the followers and gain their confidence. Gaining faith would further help leader to reach the people easily and implement his policies easily.

↓  
Avoid such riddling on the answer sheet.

Remarks

Q5. Explain and elaborate the following statements:

- (a) Success is not the result of spontaneous combustion. You must set yourself on fire.
- (b) Courage is the most important of all the virtues because without courage, you can't practice any other virtue consistently. (75 Words Each) (5x2=10 Marks)

a) In life, to achieve any big thing, one must have that burning desire and passion. Success wouldn't come from little work and mere luck. It never comes overnight.

To have that passion, it is important that one must set the vision and mission and work for that with dedicated effort. Having passion, it is equally important to have the perseverance and work hard because particularly when the goal is of long-term, passion drives the person only to some extent, rest is done by hard work. The best example for this could be Civil Services preparation which needs both a combination of passion & hardwork.

Vision & mission  $\implies$  Passion + hardwork  $\implies$  Success.

For an organisation to achieve success it is important to have well defined vision & mission and passionate members with a dedicated work.

Remarks

Avoid too much writing everywhere

2

b) Courage is the state of mind of being able to stand for your conviction and ready to face the consequent challenges however big they may be.

Courage is important of all the virtues because other virtues like morality, ethics, convictions give you idea about what is right and what is wrong but that one virtue which makes you perform it in action is known as Courage. It makes you stand for yourself.

It gives you self-esteem & confidence to stand by your inner virtues.

In the present society, being unethical is sometimes being justified by the people themselves as being so called "practicalness" or blame the situation and not themselves.

Ex: Bribery has become a norm at lower level. They justify it by saying Society around is like that & hence I am being dragged into it; ~~that~~ However internally they know it is wrong.

Only a person with Courage would be able to stand up against the Society & do what ever is right even if it meant negative consequences.

2

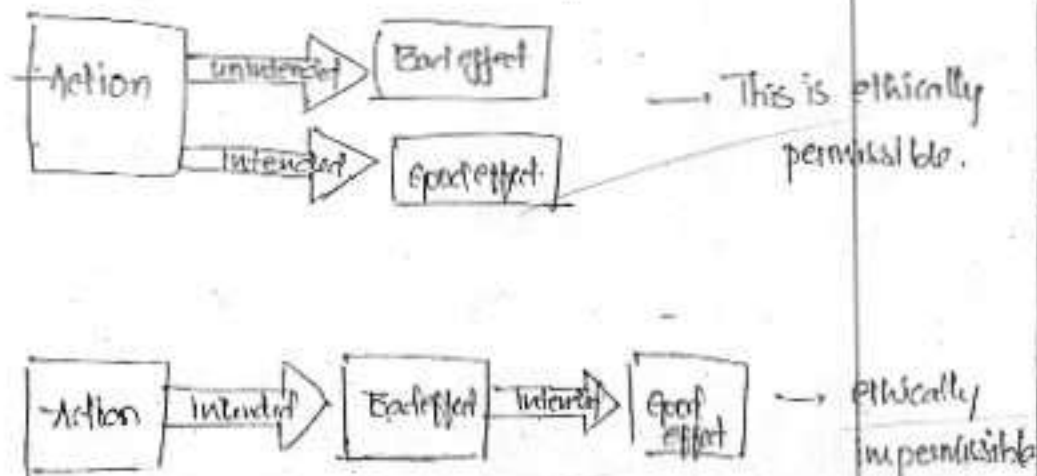
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Remarks

Q6. What is doctrine of double effect? Does 'Principle of Permissible Harm' stand the test of moral laws? (150 Words) (10 Marks)

Doctrine of double effect is perceived to explain the permissibility of negative consequence of as a side effect while doing an action to achieve good end.

The Doctrine says that when an action results in unintended immoral consequence as a side effect while performing it to achieve moral end then it is ethically OK, provided the immoral consequence is not perceived as a means. It is right even if the probability of occurrence of immoral consequence is anticipated prior.



Remarks

2

Ex: While constructing a dam for greater good of irrigation to lakhs of acres, there might a possible consequence of ~~consequence~~ Earthquake in a minute level because of impact. This is permissible. But knowingly rising the height of dam resulting in flooding of villages of low lying areas is impermissible.

The principle of double effect thus implies the Principle of permissible harm for greater good unless the harm is not means to achieve greater good. It stands opposite to moral absolutism, believing there is no universal morality good or bad, everything is situational.

Discuss both the aspects separately.

Do not mix up the two principles as they are different.

Remarks

Q7. What is excellence? What are the main obstacles in the pursuit of excellence? How does continuous pursuit of excellence help an ordinary person or a leader in betterment of the life and society?  
(150 Words) (10 Marks)

Excellence is being good at what one does. It is putting the aspect of quality into the action rather than aiming only in the end.

Often Excellence is misinterpreted as success, achieving higher status & power, being approved by majority etc. It is also sometimes considered improvement within yourself etc. But it is not an attribute to a person rather than attribute of work. A person may be excellent at some work while being bad at other work. However what is important is that a person must strive for continuous pursuit of excellence in the field he has chosen to be.

Obstacles in the way of pursuit of excellence

i) Complacency: Ease of maintaining status quo. It is always easiest thing not to try anything, but that doesn't never make him better. A fear of facing consequences in trying something makes the person stagnated. To pursue excellence one must first lose fear of failure, because even the failure helps us in achieving excellence.

Two lines explanation is more than enough.

Remarks



2) Lack of motivation : - Absence of mission & vision in life leads to lack of motivation which hinders the persons betterment and Society's progress. - A leader must necessarily have that inner motivation to work towards the goal.

3) Courage : It is what makes an ordinary person, a leader. A leader believes in himself and pursues his goals and would be ready to face the coming challenges.

A person driving away these obstacles, would be able to pursue excellence. In life it is important one must have open mind to learn and to welcome the opportunities not fearing consequences. This helps the person achieve anything leading to betterment of life of Society.

Refrain from too much writing

3 1/2

Remarks

Q8. Is innocence a positive or negative attribute? Can you say that the death of innocence is one of the main reasons for decline in faith in goodness? Would you agree that as the more intelligent and practical we become, there are more chance of death of innocence?  
(150 Words) (10 Marks)

Innocence is an attribute of being free from sin and guilty. It is a positive attribute. In the present society it is being misinterpreted as lacking intelligence & practicalness.

In the present era of globalization, the attitude of people has become self centred. As a result the degree of innocence is decreasing. Death of innocence would have the following consequences

- i) decline in the faith in goodness
- ii) Reduces the bond between the people.
- iii) Reduces the importance of societal institutions
- iv) decreases the confidence of public in administration.

Success being attributed to material things is making the persons life materialistic and making him work for oneself rather than for societal good. This results in faith & trust of man on his fellow being even if the other person is good enough.

Remarks

- However, an increase in intelligence & practicalness does not mean decrease in innocence. - Human being has been intelligent & practical ever since the early civilisation where the intelligence, practicality & innocence coexisted. It is only with the decline in the moral values that the innocence of person decreases. It is possible that man with increasing intelligence & practicality can live in a society and strive for its greatness, thus not losing the quality of innocence.

4

Most of your  
answers resemble  
from model answer.

Remarks

Q9. Can 'goodness' be learnt? Discuss the eightfold path suggested by Buddha in this regard and explain its relevance in contemporary times for ordinary citizens, leaders and administrators? (150 Words) (10 Marks)

Goodness is a character of being good consistently at all times and not based on situation.

It can be learnt through Education.  
Training  
Experience and only if the person

is willing to open his mind for good. Many preachers have emphasized on importance of being good & methods to learn it. Buddha is one among them.

Buddha mentions that one can achieve salvation and become free from sufferings by controlling his senses and being good. To achieve it Buddha advocated 8 fold path which mentions 8 right things to be done

- 1) Right view : It is important to think in a positive way. Negative view about any thing consumes your time and energy
- 2) Right thought : One must have thoughts which are moral & ethical. One must not have the thoughts of harming others.
- 3) Right speech : One must speak to others in a polite and soft manner and with a right content, without being aggressive.

Remarks

4. Right-Action: Perform what is right. Don't steal, Don't follow violence etc.  
The above-three-things - must be complementary to each other i.e., a person must follow it in "Manah, Vachin, Karmam"
5. Right-Intention - try only for self sustaining live with what is necessary & not what is comfortable.
6. Right Effort - put the efforts in right direction to achieve good.
7. Right Mindfulness - One must be mindful about what he says and what he does.
8. Right Concentration - one must do 3 levels of Samadhi to attain the unification of body & mind.

Relevance in Contemporary times for Ordinary Citizens, leaders & administrators

- For Ordinary Citizens: This path helps himself from being attracted to negative & worldly pleasures and live satisfactorily with what he has.
- For Leaders: It helps him in fulfilling his promises to people. It motivates him to work for greater good of people.
- For administrators: It keeps them away from negative things like corruption and makes him being empathetic to the people & work for them.

4

Remarks

Unless you comply with instruction it's not a perfect answer writing

Q10. Define any two of the following terms with respect to civil servants:

- (a) Beneficence
- (b) Self-integrity
- (c) Reciprocity
- (d) Serviceability

(75 Words Each) (5×2=10 Marks)

(a) Beneficence is working for the good of others.

- A person with the character of beneficence follows the following:

- i) He must not harm others
- ii) He must not allow any harm to others
- iii) He must prevent harm to others
- iv) He must do good to others.

- A Civil Servant must have the character of beneficence and must work selflessly for the good of public.

It is his duty to do greater benefit for greater number of people by moving out of his comfort zone.

The character of beneficence motivates a Civil Servant to take up initiative for the welfare of the people without expecting any personal benefits. It helps in the efficient functioning of government and thus development of nation.

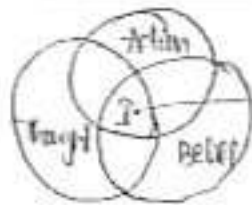
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Remarks



Exer

b) Self-Integrity / Integrity is the moral uprightness, having consistency with moral & ethical standards whatever the situation may be & however difficult it is.



Integrity with Integrity, - thoughts, - actions & Beliefs Complement each other.

For a Civil Servant integrity is the most important character as it makes him to do what is right and not what is popular or what is easy. With integrity, a Civil Servant would take up programmes actively, honestly and objectively. This would garner him the support of public which makes it further easy to go with new programmes & policies into the public easily with acceptance. It enhances the pace and quality of the work. The best thing about integrity is that it gives the Civil Servant a sense of satisfaction and fulfilment at personal level.

Bifurcate  
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para.

2

Remarks

Q11. One of the foundational values of public service is 'Selfless Service'. But life is not so black and white. There are grey areas that push to compromise with situation to survive. In this context critically analyze and illustrate whether a civil servant can serve 'selflessly'.  
(150 Words) (10 Marks)

Selflessness<sup>Service</sup> is giving importance to the duty/service over the self. It is characterized by the low self-concernness and higher orientation towards public welfare.

It is important for a public servant to work with selflessness if not ~~self~~ for ones own benefit or for benefit of his family, friends etc (Nepotism). Selfishness prevents the civil servant from taking an initiative for welfare of the public unless there is a benefit for him/her. This would over the long term not only count him disrepute but also make himself feel low for not being ethical.

It is true that life is not so black & white, ~~factually~~ almost more than 90% of the civil servants before joining the service would have a thought of no doing unethical things, but after joining the service even if the person wants to be ethical, many external factors ~~can~~ Compell him to do unethical things.

Remarks

External factors include pressure from politicians, non cooperation from seniors and colleagues, rigid organizational structure etc. Seeing everyone around him involved in corrupt practices, one might start feeling that it is part of system and its okay to be corrupt. Only a person with integrity and courage would stand against these external factors firmly.

External factors may not be controlled always, but internal things like integrity, morality make the people stand for what they believe and work selflessly. In the long run it is that internal integrity that gives you a self esteem of being uncorrupt. There are many good examples of such brave civil servants with integrity.

Best example could be - Ashok Khemka, IAS who stood for what he believed in despite being transferred for more than 50-times.

So a civil servant rather than blaming the external factors must be courageous enough to stand by the ethical values & offer selfless service.

4

Remarks

Q12. Make an analysis of Kant's ethical theory.

(150 Words) (10 Marks)

Kant's view of Ethics is ~~deontological~~ deontological i.e.,  
"rightness or wrongness doesn't depend on their consequences but on whether they fulfill our duty."

Kant believed that principles people's actions should be guided by moral laws & that these moral laws were universal. Kant's principle of Universalizability requires that, for an action to be permissible, it must be possible to apply it to all people without a contradiction occurring.

Kant believed that there ~~was~~ was a supreme principle of morality & he referred to it as "the Categorical Imperative" - these command unconditionally.

Ex: "Don't cheat on your taxes"

Even if you want to cheat & doing so would serve your interests you may not cheat.

Kant believed that certain types of actions were absolutely prohibited, even in cases where the action would bring more happiness than the alternative.

Remarks

Criticism

- 1) Because all the duties are absolute as per Kant theory, it <sup>doesn't</sup> helps resolve conflict of duty.  
Ex: telling truth vs protecting your friend.
- 2) It discounts moral emotions like sympathy, compassion as appropriate & ethical motives for action.
- 3) By completely ignoring consequences of an action, it is purposefully blind to fact about the matter, which that doesn't seem to be relevant sometimes. Although perhaps not strictly ~~irrelevant~~ <sup>irrelevant</sup> ~~absolutely~~ determining moral worth, doesn't seem to be relevant atleast sometimes.

If it is struck then make it clear

3 1/2

Remarks

Q13. Critically evaluate Aristotle's doctrine of mean as the key to happiness. How this doctrine relevant for a working civil servant? (150 Words) (10 Marks)

Keep it minimum  
 According to Aristotle "Happiness is the central purpose of human life and a goal in itself". Happiness consists in achieving through the course of whole life-time, all the goods - health, wealth, knowledge, friends etc which lead to perfection of human nature & enrichment of human life.

To achieve this, one needs to make choices, some of which may be difficult, often lesser good promises immediate pleasure & is more tempting whereas greater good is painful & requires some sort of sacrifice.

For this rational exercise of choices, Aristotle proposes doctrine of mean which is central to the ideas of virtue ethics. The concept of Golden mean is that - moral virtues are desire regulating character traits which are at mean between <sup>two</sup> extreme character traits (vices)

The vice of deficiency is the distinct lack of virtues

Ex: The deficient use of modesty is shamelessness

Remarks



The Vice of excess is entirely too much of virtue  
 Ex: The excessive vice of modesty is shyness.



Relevance for Civil Servant

Doctrine of mean involves a good deal of self-analysis and self-management. It helps Civil Servant to analyse the situation in broader sense using practical wisdom rather than theoretical laws, by inculcating a sense of Emotional Intelligence which further helps in implementing programmes & policies in efficient way.

3 1/2

↳ it applicable in all conditions?

Remarks

SECTION - B

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

Q14. You are a doctor in a government hospital. One of your lady friends got married in very rich and influential family. However, with passage of time you came to know that the family is very conservative as she visited you to seek your help in determining sex of the child at fetus stage. As her in-laws want a boy child to act as inheritor of the family. They have also ordered to abort the child if it is girl. Later her in-laws insisted hard and connected the doctor with the health minister on mobile phone. The minister said the doctor to help them in all possible manners without saying anything about the issue at hand. Thus reporting about the issue to police is waste.

Answer the following questions:

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

d) Sex ratio would depend on the cultural thoughts & mindset of the people. Despite being rich & educated, the glib husband & in-laws are advocating female foeticide.

Ethical dilemma in this case is whether to

follow the medical & moral ethics by not conducting test

help a friend in need & obey seniors orders by conducting test

This might lead to the doctor's suspension for not obeying seniors order.

Unethical, losing human values & is against professional ethics.

Doctor's self would be suffering from family pressure.

Discuss your dilemma properly

Remarks

14/1

b) Yes, my moral obligation demands helping my friend, but as per the case the girl didn't willingly approach me, she approached me because of pressure from in-laws. Here it is my duty to protect her reproductive rights.

It is necessary to make the family understand the importance of girl child in the changing society and also the medical issues involved in sex determination and the moral agony which my friend would be going through if the baby is killed.

c) A doctor in public and private hospitals must follow the code of conduct and thus must obey the senior officials which includes health minister. But this doesn't mean the doctor must obey the unethical things.

In the line of code of conduct, for a doctor first comes the medical ethics which prohibit the doctor from supporting unethical medical practices. Female foeticide is one of the most cruel & unethical thing & the doctor would be jailed for such practice.

If the doctor can't directly disobey the minister, he/she must use medical terminology to mention the seriousness of the issue.

Remarks

c) Steps to be taken

In the above case, I, as a doctor would first give a counselling to the girl & her in-laws about the negative consequences of the sex determination & female foeticide as both legally & ethically ~~is~~ its moral impact on my friend, so that my friend wouldn't be further pressurized. I would stay in constant touch with my friend to make sure that they don't approach another doctor for the same thing.

I would smoothly convey the same to the minister using the advantage of medical terminology.

Discuss  
your  
steps  
in  
points.

2

Remarks

14 (3)

Q15. As a District Magistrate in a tribal area, you have found that there are many superstitious practices which inhibit the welfare of the people such as - believing in super natural powers responsible for droughts, famines, natural disasters and diseases, witch hunting, fatalism (surrendered to fate rather than making efforts to change). While aspiring to act as an agent of change and development in the region, you find that there is opposition by people to modern ideas and practices. Answer the following questions:

- (a) How will you proceed to remove superstition in tribal area and instill rationality among the people?
- (b) Do change and progress needed to dismantle the local traditions in the tribal area?
- (c) How a civil servant can win the trust of the people in a tribal area?
- (d) How to ensure people's participation in any measure which you have suggested?

(250 Words) (20 Marks)

a) How to proceed to remove Superstition & instill rationality,

- Education is the greatest weapon that removes ignorance and instills scientific inquiry & rationality in the minds of people. So as a DM, it is my duty to ensure enrollment of tribal children in school & ~~the~~ also arrange night classes etc for elder people to educate them.

- Tribal people might find the administrators as 'dikhus' (outsiders) and may not listen to them. So I would initially interact <sup>with</sup> the educational people and leaders among them who can create awareness campaigns among the tribals about the negative consequences of superstitions, fatality etc.

Remarks

b) Do change + progress needs to dismantle tribal traditions.

- Tribal people have great indigenous knowledge which is yet to be explored. Their traditions are formed over time to live in harmony with nature. Dismantling these traditions would result to loss of huge knowledge because many of these traditions are progressive. However, ~~hence~~ however, regressive & superstitious traditions which include the welfare of the tribals are to be dismantled. ~~is~~ Homogenization is not always a preferred solution.

c) How a Civil Servant can win the trust of the tribals

- By actively implementing the welfare & developmental measures in a stipulated time frame such that the fruits of the works are visible to tribals.
- By being accessible to them and addressing their grievances in efficient manner.
- By involving them & taking their feedback in the implementation of the programmes.
- To win the trust of tribals it is important that a Civil Servant must think from the point of view of

Remarks



of tribals without undermining their Cultural Values.

- At the same time administrator must not be too intrusive, tribals always emphasize upon their sovereignty which is to be respected.

1) How to ensure people's participation in any measure above?

1) By organising regular interactions with the people at the ground level thus creating confidence in administration.

2) The Sarpanch / head of the tribal area is to be consulted so that he can act as a bridge between administration & tribals.

3) Educated youth's potential can be harnessed by telling them the need for removal of superstitions for their welfare and making them organise campaigns to reach the common people.

4) Giving the people incentives and making them attracted towards rationality and develop scientific inquisitiveness.

Good

9

Remarks

Q16. You are CEO of a company, which is involved in manufacturing of large-scale copper products. It has created good employment opportunity for the locals. But the local residents are not happy with the management of the company and big group of local residents are protesting continuously. They are demanding closer of the plant as factory discharge is contaminating the local water sources.

Your father is a senior IAS officer placed in the concerned Ministry. He is influential and very well networked. Company's management is pushing you to manage the situation and local authority through your father, as putting high quality production facility in plant will increase the cost of production, and company may lose market share in terms of sales if cost goes high. Based on the above situation answer the following questions:

- What are the options available to you?
- Discuss merits & demerits of each option.
- What will be your final call? Justify.

(250 Words) (20 Marks)

Options available to me as a CEO are:

1) Agreeing to the demands of local people by convincing management.

Merits

1) It is most ethical one. It ensures compliance to the environmental concerns of local people.

2) It reduces the hiccups in the smooth functioning of the company like public protests, ~~also~~ government raids etc which would fetch work hour losses & additional losses to company.

3) It will save the image of the company, enhances its brand as being environment friendly and responsive.

4) As management is the inner thing, the problem can be settled within the company without any external problems.

Remarks

Demerits

- 1) Fetches losses as the compliance would increase cost of production which results in company losing market share.
- 2) Management might consider me as inefficient if dealing the situation and in worst case I would be fired.

2) Consulting local politicians for helpMerits

- 1) The problem can be quickly solved
- 2) It gives time for company so that it can build infrastructure for compliance in future.

Demerits

- 1) politicians in return expect huge donations for the party etc
- 2) They can't be relied upon as they in future as the populist measure can go against the company.
- 3) They may use the company's name for false propaganda.

3) Take help of my father who is a senior HR officerMerits

- 1) The compliance report can be managed to be in favour of the company.
- 2) least costly way and most unethical way.

Demerits

- 1) Non compliance of rules would be threat to both my father and my company and in worst case could be jailed.

Remarks

(i) The Company reputation & brand image would fall as a result of nepotism & Corruption allegations.

(ii) Use of media to propagate the need of the company

#### Merits

1) As the Company is providing good employment opportunity to ~~local~~ ~~people~~, its closure would result in unemployment. This fact could be conveyed through media to the people.

2) Even if Company want to be compliant to environmental concerns which is to be made known to people so that people would realise the importance of Company's usefulness & good motives and thus give some time for compliance.

#### Demerits

1) Using media to create a false sympathy on company & ~~be~~ fool-people is unethical

2) It would invite negativity if found that it is false publicity

My final call would be to agree to demands of the ~~com~~ people at the same time make use of media to gain time for compliance. Even though it would mean additional costs for company, in the long run ~~be~~ its brand image would be increased & sales grow up resulting in profits.

Remarks

Q17. You are head of a charitable trust that takes care of education, clothing, food & other basic needs of children from marginal community. Your organization also offers health services to the members of weaker section. You find it difficult to serve qualitatively because of the crunch of funds. Trust runs on donations and contributions from donors only. There is a regular fall in contribution from several imminent persons who were prime donors previously. Now you have decided to go for small advertisement to get donation for the good cause. Response is not very encouraging, however, a prominent local politician with a criminal record offers a hefty donation. The options available are:

- Take donation from that politician.
- Reject offer of that politician as his track record is poor.
- Ask him to directly assist to those who are in need.
- Reduce your operational scale to affordable level, so that you can sustain charitable work.

Analyse each option with its consequences.

(250 Words) (20 Marks)

a) Take donation from that politician

Positives:

i) One can accept 'unconditional' funds for a good cause i.e., charity irrespective of what type of person the donor is.

- Even Nobel prize is from the fund by Alfred Nobel who earned the money by selling bombs during war.

So provided the intention is good, (i.e., the donor doesn't have vested interest) the funds can be accepted.

ii) It will in long run change the mindset of criminal politician into a positive one and make him engage in further charity works for greater good.

Negatives

i) It may reduce the image of the organisation & confidence of people will decrease.

Remarks



- ii) If that criminal politician had vested interests it could affect working of the charity & the main objective would take set back.  
 iii) he might use it for his propaganda & publicity which is not good for organisation

b) Rept - the offer of politician as his track record is poor

Positives

- 1) For a good end it is necessary that the means are good.  
 - A good outcome achieved in a wrong way is undesirable  
 So charities should make sure that source is good.  
 2) It will enhance the image of the organisation as it is standing for good despite difficult conditions.  
 3) It will prevent the vested forces from investing in the organisation

Negatives

- 1) The problem of shoelace ~~is~~ would persist.  
 - How ever it is worth enough to maintain the charity of organisation.  
 The other causes like why the old donors have stopped donating could be enquired in and necessary steps must be taken.  
 2) Ask him directly to assist whom in need

Positives

- 1) This could be better option as it serves both advantages of not decreasing the charity of organisation and at the same time funds not being withdrawn from good cause

Remarks



Negatives

1) It might invite the enmity of the politician if would prove to be a problem for running of the charity.

2) Reduce your Operational Scale of affordable level, so that you can sustain charitable work

Positives

1) This could be the most ethical solution but at the same time ~~the~~ ~~reducing~~ ~~the~~ ~~quality~~ shouldn't be compromised.

2) This proves the sustainability of the institution in difficult situations & raises its image in long period of time.

3) The importance of the institutions comes with the service they are providing on not based on size. So its image wouldn't decrease.

9

Remarks

Q18. You are a District Collector. A seven-year boy has been killed in a school. Parents are angry and protesting. They have blocked the traffic and want speedy action. Parents are scared as it happened during the school hours. They also want tough action against school administration. Few parents don't want to send their children to same school. They tried admission in different schools but all of them have been denied admission. Now, few parents seek help from administration for admission of their children at different places. They don't want to send their children to same school where a boy has been killed. It is harming their children's study as examination is approaching. What are the options before you as District Collector to address the concerns of the parents?

(250 Words) (20 Marks)

In case of such incidents, it would be difficult for parents to stay calm without anticipating similar incidents like that in future. It is common that parents would opt to shift their children to other school. But doing so would negatively affect both children & the school. For children, they will have to adjust with new teachers & friends which might be difficult for them just before exams. For school, it is being abandoned for an unaccounted & unexpected incident. So I would eliminate the option of helping parents change their children to other schools.

The other options available to me as a Dist Collector are.

### 1) Providing Security of children

As an administrator it would be my duty to provide confidence to those parents who are deeply in fear, by

Remarks

assuring security from the administration side for some time & make long term plans for increasing security from the school side.

I would also help parents to know about their children whereabouts during school time, till they reach home using technology - apps, gps-tracking, CCTV cameras etc.

2) Organise a meeting to assure all stakeholders

Organise a meeting with teachers, parents, children & also school administration to know the ~~causes~~ causes and solutions for such incidents and to take necessary steps further. Convince the ~~the~~ parents that shifting the children to other school would be escaping from the risk and there could be no security that such incidents do not happen in other schools, instead finding out solutions by deliberations & discussions with some school administration ~~with~~ would solve the problem. putting the children under constant surveillance by teachers, parents ~~it~~ would solve the matter to some extent

3) Allying the fears of children

It would be difficult for children to come out of the incident of the death of their friend and would

Remarks

8

have long term mental impact. It is necessary to divert them from the incident with help of parents and teachers, by way of organising excursions, cultural programs, extra curricular events etc so that they would come out of the incident soon and do well in their examination.

What about probing into the killing of the boy?

Remarks

Q19. As a young IAS officer, you have been posted as the Sub-Divisional Magistrate in a remote area. You have found that schools, road connectivity, community halls are not in good conditions. You know that allocated budget is not sufficient and also the whole process of getting nod from higher authority is time consuming. You have found an alternative to do it through public participation. Mention the steps you will follow in this case and justify each step. (250 Words) (20 Marks)

As the funds allocated are not sufficient and the process is time consuming the other ways to raise funds are

1) Approaching Gramsabha would help get funds as they would either ~~raise~~ provide from their funds or they raise funds from Gramsabha village people as gram infrastructure is of great need for them.

2) As an Sub-Divisional Magistrate I could approach local area development funds of MP's & MLAs, because while spending them I am sure the members to be consulted.

3) I accept the innovative solutions like Crowd funding or Mutual funding. It may sometimes have legal issues. Most safest would be approaching the local leaders & youth who could raise funds from the people & give it to administration for specific developmental purpose.

Crowd funding is a new innovative idea, ~~however~~ and is very efficient as it makes people more active stakeholders in the development. It would also enhance the speediness

Remarks

of the projects as people would be proactive to question the delay and at the same time volunteer themselves in the developmental initiatives.

However how best the funds could be gathered & used depends on the efficiency & ability of administrator.

Best example for crowd-funding could be the initiative of "Fund your City" by Smriti Sabarwal, IAS, to develop Karangal district of Telangana State wherein the <sup>district</sup> city was developed with necessary infrastructure by using funds from people.

### Steps to increase public participation

1. Being connected to the people ~~is~~ using technology through mails, SMS, Apps etc. Organising meetings about the developmental plans, creating awareness etc.
2. Encouraging people's ideas & feedbacks in developmental plans would make them people actively involve in the process.
3. Ensuring that their complaints are addressed ~~well~~ and within required time.

Remarks "



4. Maintaining a Human Resource Developmental team to better use human Resources and better estimate their needs.
5. Youth has good potential for can actively work for betterment of society if guided well. This potential is to be harnessed by involving them in developmental process and interacting with them.

8½

Sorry  
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Remarks

