


**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 style="text-align: center; color: red; font-size: 2em;">91 1/2</p> 
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1. Invigilator Signature \_\_\_\_\_

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Date 26/07/21Signature S. Shivaraman

## Section - A

1. In the recent past, many bureaucrats have been seen joining political parties. Does this post-retirement engagement affect the cherished value of political neutrality of civil servants in expectation of quid pro quo? (150 Words) (10 Marks)

Political neutrality or non partisanship means the action of civil servants without fear or favour irrespective of the political party in power or personal political inclinations.

Political Engagement post retirement

① Basis for breakdown of neutrality

→ Promise for a party ticket in future may cause partisan behavior in future.

→ Political ambitions may lead to populist decision making along with the politicians.

Remarks

② Case for preservation of neutrality

→ Low chances of success in political arena.

→ Joining politics for genuine idea of service to the people & competing against major political parties.

As ~~not~~ mentioned in Vohra committee report, the criminal-politician & former civil servant nexus is a dark spot in Indian democracy.

Political neutrality must be ensured through rigid code of conduct & ethics.

A cool off period post retirement may be beneficial.

Good analysis.

Remarks



2. Which of the following is a better strategy for a public servant:
- (a) Always complying with provisions of blue book (constitutional provisions and rules) irrespective of the political party in power.
- (b) Irrespective of provisions in blue books, interpreting and bending the laws, rules and regulations according to the wishes and desires of political party in power. Give reasons in favor of the strategy you prefer and choose.
- (150 Words) (10 Marks)

Option (a) is the case of active political neutrality where duty of public servant according to constitution is emphasised.

Option (b) is a case of passive neutrality.

2<sup>nd</sup> ARC report and the report for national commission for review of working of constitution, both support active neutrality for the following reasons.

(i) Objective decision making and advice

Remarks

- (ii) Advise against ineffective populist measures of the politicians, for protecting the minorities and for fiscal prudence
- (iii) Ensuring effective utilization of public funds.
- (iv) Ensuring continuous public trust in governance as mentioned by Justice Verma report
- (v) Would lead to more transparency and accountability as opaqueness would not be needed.

Thus as the holders of power in public trust, it is the moral duty of public servants to abide by the constitution.

Remarks

Good! 4/4

3. Do you feel that intuition adds up to the quality of leadership? Assess its contribution to the public administration. (150 Words) (10 Marks)

Intuition is the guide to action within an individual.

It occurs suddenly with no rational considerations. The prior memories stored in the subconscious mind are considered to be the source of intuition.

Intuition in Leadership:

(i) May help in swift decisions in times of crisis.

Eg: A fire-fighter may not have time to rationaly evaluate a situation and has to go lead his team using gut instincts.

Remarks

Discuss how great leaders use intuition to make quick & accurate decisions.





4. For a public servant there is no black-and-white situation, but his reactions or responses are good or bad-whether s/he reacts negative or responds positive to the situation is, therefore, more important. Explain and answer the following questions:

(a) What is the difference between reacting and responding?

(b) Are Confusion and Dilemma the natural routes to understand a situation and find solution or obstacles?

(150 Words) (10 Marks)

The given statement indicates that the situations encountered by a public servant fall on various levels of the good - bad scale i.e. there is no absolute right or wrong.

But the response / reaction of a public servant is more important as it has the potential to change a bad situation to good or vice versa.

Other interpretation may be the use of duty ethics i.e. reactions can be good / bad based on the duty irrespective of situation.

Remarks



a) Reacting : It is the use of actions based on conditioned behavior. Eg: Jumping in fear.

Such actions are ineffective in administration - +ration

Response : Rational view of situation and objective decision making

(b) Confusion is the complete lack of clarity, thus is not a natural mode.

Dilemma is caused due to the knowledge of ethics, values and responsibility and may lead to rational and effective decisions.

Illustrate

3

Remarks

Explain the importance & role of both for civil servant.

5. What is code of conduct? Should the guidance to public officials be a code of ethics or a code of conduct? (150 Words) (10 Marks)

Code of conduct <sup>(COC)</sup> is the list of do's and don'ts provided to public servants as a guide to actions.

Eg: Central civil services (COC) rules 1964

Code of Ethics: Is the list of values to be adhered by public servants during decision making. Eg: Integrity, objectivity, empathy etc.

Code of ethics vs Conduct

i) Advantages of Code of conduct:

→ Helps in easy decisions about actions

Eg: Acceptance of gifts.

→ Clarity and enforceability

Remarks

(ii) disadvantages:

- (a) limited in scope, cannot be used in every situation
- (b) Rule book approach by officials.
- lack of empathy & creativity

(iii) Advantages of code of ethics:

- (a) Wide scope, can be applied in decision making as well as general conduct.
- (b) Pro social behavior and improvement in public service spirit.

Thus code of ethics encompasses decision making which could guide conduct.

Hence it is more important.

But evaluation and enforcement are major issues.

Remarks

↳ Don't you think both have its own importance?

3/2



6. "Good governance is considered key to achieving sustainable development goals and human well-being". Examine. (150 Words) (10 Marks)

Good governance is the proper functioning of administrative structure to fulfill societal aspirations.

It includes - rule of law, political stability, lack of corruption, participation and inclusion, minimal regulations etc.

Governance and Sustainable development goals (SDGs)

(i) → Implementation of SDGs would naturally lead to human wellbeing.

(ii) Good governance ensures right based approach to social welfare.

Eg: Right to education, food security act etc.

Remarks

Thus it can result in better educational outcomes, Reduction of hunger etc.

(ii) Good governance ensures adequate access to health facilities (physical and economic) - leading to better health outcomes. Eg: Ayushman Bharat

(iii) Rationalization of regulations, low corruption improves ease of doing business - leading to innovations, employment & poverty reduction.

(iv) Good governance is forward looking hence measures to tackle climate change and disaster risks are taken. Eg: High NDC of India.

Thus Good governance is the key to achieving SDGs by 2030.

Remarks

Good explanation.  
4

7. What is accountability? Also discuss importance of accountability and transparency in government system? (150 Words) (10 Marks)

Accountability is the combination of two factors:

- (i) Access to information on govt. decisions and reasons behind them (transparency)
- (ii) Enforcing changes based on rules / grievance redressal.

Importance of Accountability and transparency

- (i) Efficient and effective decision making based on rules & laws.
- (ii) Increased public participation in governance through RTI, social audits etc.
- (iii) Improvement in public trust and stability.

Remarks



(10) Low corruption and rational regulations causing improvement in business environment.

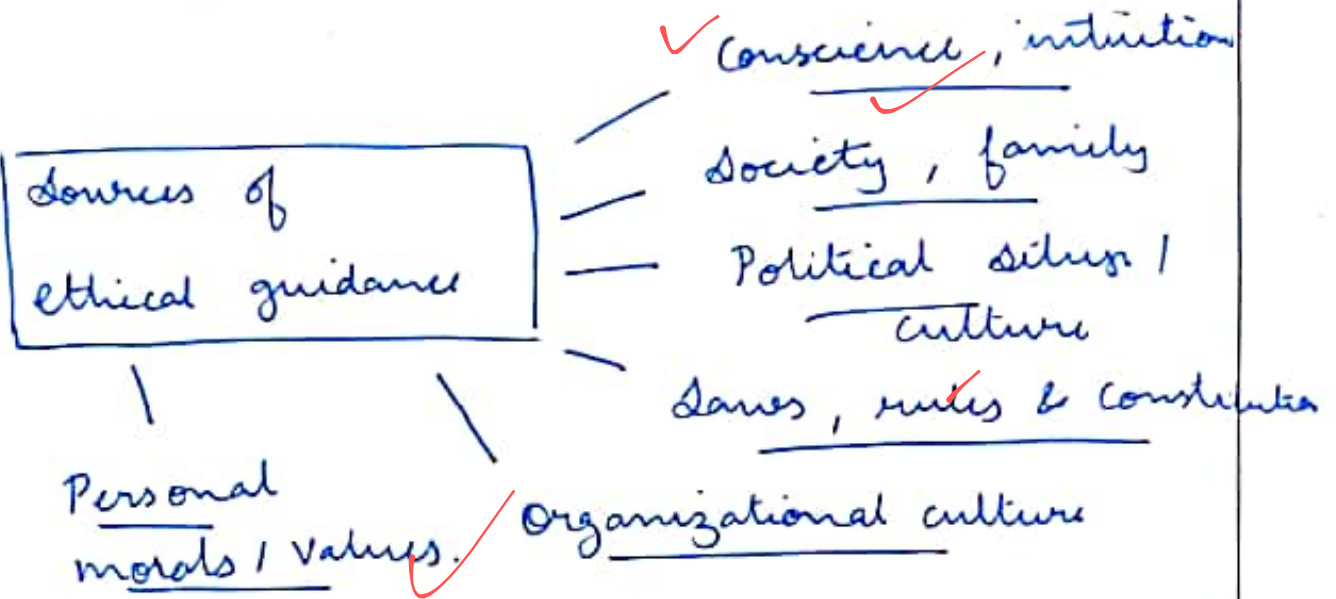
Thus transparency and accountability are \* foundational values in civil services as mentioned by the Nolan committee.

Good analysis.  
4

Remarks

8. What are the sources of ethical guidance? Write a note on few of them highlighting how they act as sources of ethical guidance. (150 Words) (10 Marks)

Ethical guidance refers to the guide to actions based on values



(i) Laws, rules and Constitution :

→ Laws provide a clear guide to actions due to the clarity and enforceability.

Eg: The punishment clause of Prevention of corruption act may reduce corrupt behavior

Remarks

(ii) Political setup :

Criminalization of politics and  
politician - bureaucrat nexus may  
 lead to corruption, opaqueness etc  
 thus weakening ethical action  
 nature of -

→ Political leadership affects ethical action

Thus various factors produce and  
 affect ethical guidance.

In the spirit of public service,  
 individuals must develop personal  
 values in an objective manner and  
 pursue integrity.

well explained!  
 4/12

Remarks



9. Corruption is a multi-faceted problem and requires a comprehensive strategy to deal with. Examine why various administrative and electoral reforms have failed in dealing with corruption. (150 Words) (10 Marks)

Corruption is the use of public position of power for private gains which may or may not ~~be~~ <sup>be</sup> financial

What are the various forms of corruption?

Administrative and electoral reforms

- (i) Prevention of corruption (Amendment) act - 2018.
- (ii) Institution of lokpal & lokayukta.
- (iii) Right to information act.
- (iv) Integrity pacts, code of conduct.
- (v) Ban on convicts against elections.
- (vi) Affidavits on assets for nominations etc.

Remarks

## Causes for failure

- (i) Lack of public awareness about various provisions. ✓
- (ii) Lack of political will for changes.
- (iii) Ineffective judiciary, ✓ poor conviction rates in corruption cases
- (iv) Delay in constitutions of offices of Lokayukta, dilution ✓ of RTI etc.
- (v) Lack of sensitivity and high apathy ✓ along both public servants and public. Good!

Thus the main approach should be to start with ✓ attitude change and sensitization of public. 4

Remarks

10. The citizens' charter is an instrument which aims to make governance/organization transparent, accountable and citizen friendly. Discuss How does citizens' charter help in the standard delivery of service?  
(150 Words) (10 Marks)

Citizens charter is the ~~the~~ central component of servotom model of governance (service excellence)

It assures citizens of minimum standards of public service delivery as a right.

Citizens charter and service delivery

- (i) Improvement in public trust.
- (ii) Rise in Quality of service delivery due to greater accountability.
- (iii) Higher public participation in formation of charter and grievance redressal.

Public awareness of services etc

Remarks



- (iv) Constant citizen feedback and audit leading to continuous improvement
- (v) Rights based approach to service delivery causing change in work culture and service outcomes
- (vi) Increased competition and efficient service delivery. *limitation?*

Thus citizens charter can be seen as the gateway to good governance and efficient public service delivery.

4

Remarks

11. Private virtue is essential for any Civil servants to show probity. Examine.  
(150 Words) (10 Marks)

Private virtues are the values held by individuals intrinsically without external enforcement. Eg: dedication to public service, responsiveness, compassion etc

Probity in simple terms is the absence of corruption and adherence to integrity.

Essentiality of Private Virtues

(i) Private virtues do not need external vigilance and enforcement and hence lead to efficient services and probity in service delivery.

Remarks

(ii) Dedication and public service spirit helps one to put public interests over personal ones.

This reduces conflict of Interest and probity.

(iii) Congruence of public responsibility and personal sense of duty - ensuring probity.

Eg: Private virtues of honesty in Sir Visvekhwaraya made him to avoid using public resources for personal use - different candles for lighting office and home.

Good! U

Remarks



12. Are legal means like rules, regulations, advisories etc. adequate to ensure ethical governance? Critically examine. (150 Words) (10 Marks)

Ethical governance involves service delivery and all administrations to effectively meet public needs, demands and expectations.

### Role of laws, rules, regulations

- (i) rules mainly provide list of do's & don'ts for different situations.
- (ii) Provide a guide to action under specific situations thus the general conduct is unaffected.
- (iii) Rules are enforceable in nature.
  - This may ensure proper action but may restrict a public servant from using creative solutions to a problem.
  - May also cause lack of empathy

Remarks

Thus laws or rules, though useful are not adequate.

An ~~excess~~ exhaustive code of ethics is required to ensure ethical governance

✓ Explain the limitation & its alternatives.

3

Remarks

13. Corporate social responsibility makes companies more profitable and sustainable. Analyse.

(150 Words) (10 Marks)

Corporate social responsibility (CSR) refers to the use of a fraction of profits for social development.

Effect of CSR on profitability & sustainability

→ CSR may initially take away 2-3% of the profits but the returns may be significant

(i) gain of public trust.

(ii) Social capital development may result in social stability and better business environment

Eg: Development of Jamshedpur by the Tata trust.

(iii) growth in future demand, sales and profit with the

Remarks



economic development of people.

- (IV) Support from the state machinery due to compliance with laws and role in social development
- (V) Positive image may boost stock prices in the short to medium term.
- (VI) Free marketing / publicity due to reports in newspapers, magazines etc.
- (VII) Motivated workforce as they are not a part of the society

Thus it can be seen that CSR can lead to manifold rise in profitability.

Good analysis  
4

Remarks

## Section - B

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

14. You are the headmaster of a school where the teachers are indifferent and not punctual to their duties, even students are not much interested in academic activities and parents are least interested in the educational outcomes. You are deeply concerned because you think that 'if schools fail as learning institutions, a nation and its destiny are sure to fail and crumble'. Enumerate a list of effective steps you would take to generate interest and motivation among teachers and students for better learning outcomes. Justify your actions.  
(250 Words) (20 Marks)

The case sheds light on the issue of poor educational outcomes in many aspirational districts and tribal areas, due to the indifferent attitude of least teachers parents and students.

Better educational outcomes could lead to improvement in standards of living in the entire community.

Steps to tackle indifference

① Teachers

→ The issues faced by the teachers should be analyzed. Eg: Isolated school campus, lack of student attendance etc

Remarks

- Teachers should be reminded of their professional duty of ensuring quality teaching.
- Moral appeal can be made to make them realize the role played in motivating students and community development.
- Use of measures to ensure accountability  
eg: Attendance systems, teaching logs, student results etc.
- Warning and suspension should be used as deterrence as the last resort.

awards for good performance etc.?

## (2) Parents

- Parents teachers meeting should be organized to analyze the problems of parents eg: safety, transport, economic resources etc. and suitable actions should be taken.

Remarks



→ Making them realize the importance of education in future economic and social wellbeing using various cases from the communities

→ Making them aware of legal & constitutional provisions. Eg RTE 2009, Art 21 - A etc.

### ③ Students:

→ Effective teaching in local language to be ensured

→ Use of techniques such as games, Audio-visual media etc.

→ Additional tutorial classes to ensure age appropriate educational outcomes.

→ Appeal to education dept. to print textbooks in local languages.

Thus, a holistic approach involving Parents, teacher-student trinity can ensure sustainable edu. outcomes.

Remarks

Good approach

9

15. It is a State where prohibition is in force. You are recently appointed as the Superintendent of Police of a district notorious for illicit distillation of liquor. The illicit liquor leads to many deaths, reported and unreported, and causes a major problem for the district authorities.

The approach till now had been to view it as a law and order problem and tackle it accordingly. Raids, arrest, police cases, and criminal trials - all these had only limited impact. The problem remains as serious as ever.

Your inspections show that the parts of the district where the distillation flourishes are economically, industrially and educationally backward. Agriculture is badly affected by poor irrigation facilities. Frequent clashes among communities gave boost to illicit distillation. No major initiatives had taken place in the past either from the government's side or from social organizations to improve the lot of the people.

Which new approach will you adopt to bring the problem under control?

(250 Words) (20 Marks)

This case exhibits the well known cascading effect of economic & educational backwardness on social instability and moral deterioration.

Steps to bring the issue under control

→ The situation needs a multi pronged approach involving - law & order, social, educational & economic dimensions.

① Social:

→ Observing the scope of issue by asking the women in households

Remarks



to report any case of addictions & substance abuse.

→ Meeting the cost persons consuming illicit liquor & making them aware of the health impact & legal implication

→ Roping NGOs & primary health care infrastructure to provide basic support & rehabilitation

Economic dimensions :

→ Making people aware of the govt. schemes for investment & insurance support for farmers

→ Ensuring that the plight of people is known to civil administration and the political class.

→ Encouraging NGOs to work at grass root levels.

How you could incentivize youngsters to leave illegal trade?

Could you take help from MP, MLAs etc.

Remarks



### Educational :

- (i) Support to NGO's
- (ii) Meeting the local school management to analyze the issues
- (iii) Cooperating with civil administration to improve educational outcomes.

### Law & Order :

- (i) Use of supportive citizens to know about the people involved in liquor distillation and location of liquor dens.
- (ii) Immediate arrest of people involved and seizing of illegal liquor.
- (iii) Curbing the supply of raw material for future distillation
- (iv) Action on clashing groups if peaceful negotiation & reconciliation fail.

Though the law & order route may provide temporary respite, lasting solutions need socio-economic reboot

Remarks

8

16. 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:

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

(250 Words) (20 Marks)

The case shows the age old dilemma of protecting tribal culture & beliefs (isolationism) against deve development & integration.

The right approach involves balance between two as observed from Pt. Nehru's tribal pamphlet.

(a) Superstitions are deeply rooted in tribal culture and any sudden changes would invite rigid opposition.

The changes have to be gradual.

→ formal education with curriculum appealing to tribal children

Remarks

L, Good approach!



→ Support for higher education for people from the community, who could work within the -rites to remove superstitions.

→ Gradual exposure to scientific ideas & technology.

→

(b) Change and progress need not dismantle the local practices.

→ Sustainable change can only be obtained by balancing tradition & progress.

Eg: \* Education curriculum involving local culture, geography, history etc

\* Use of Modern medicines along with traditional practitioners like shamans for psychological support.

\* Protecting and rehabilitating victims of witch hunting along with solving community grievances etc.

Give arguments against dismantling tradition of rituals

Remarks



(c) Gaining trust of tribal people

- (i) First hand observation of issues faced by the people. ✓
- (ii) Learning their language and cultural traditions ✓
- (iii) Protecting them from exploitation from outside contractors, moneylenders etc. ✓
- (iv) Economic support through schemes  
Eg: MSP for MFP program, TRIFED etc ✓

(d) Ensuring peoples participation.

→ The development of a particular person or group due to economic and educational program could be used as a model case for inspiring others.

Thus the only path to lasting change must involve the balance of traditions & progress.

Remarks

8

How may they remove their hesitation etc

17. The general elections are in progress and you have been appointed as a sector magistrate to oversee the free, fair, and peaceful conduct of elections in a sector which has 10 polling stations. In course of your tour, you notice a powerful minister moving to various polling stations with lethal weapons. He is accompanied with anti-social elements. The people moving with the minister are intimidating the voters of Scheduled Caste to not go to polling stations to vote. One of the supporters of the minister warns you on your mobile phone that it would be better if you do not interfere and avoid a confrontations with the minister.

What will you do in such a situation? Some of the options are given below. Evaluate the merits and demerits of these options and finally suggest what course of action you would take giving reasons.

- Arrest the minister along with his supporters and seize his arms, ammunition and vehicles, and immediately file a criminal case in the local police station.
- Inform the election control room and seek police reinforcement with instructions regarding what to do.
- Go to the villages inhabited by members of the Scheduled Caste and help them to cast their votes by arranging vehicles.
- Inform the election observer and other senior authorities and seek their help and guidance. Till then, try to avoid a confrontation with the minister.
- Ignore the minister and his supporters with the hope that they might get caught if they created any disturbance in the polling stations, as every polling station has a static arm picket has been stationed.

(250 Words) (20 Marks)

That's Module Case

(a) Arresting the people involved may provide temporary solutions only

(i) The fear in SC community would persist.

(ii) Other party members / criminals may involve in intimidation

(iii) Powerful ministers may easily get out on bail.

Thus additional steps may be needed

Remarks

↳ Do you think it would be better?



(b) A message to control room and reinforcement is not a complete solution:

- (i) The criminals may go unpunished
- (ii) Persisting of fear among voters
- (iii) Poor issue of personal safety.

(c) Helping the villagers to cast their votes have the following issues.

- (i) Members from SC community may not vote facing future threat
- (ii) Threat of personal safety of the magistrate
- (iii) Primary issue of criminal conduct is not solved.

(d) Seeking guidance:

→ This may be useful, but the delay may already end up in damaging the electoral process.

→ The advise may not be objective

Remarks



due to the ministers power.

(c) This is the worst of all solutions as it exhibits dereliction from constitutional & legal duties by the magistrate  
 → Moreover the static arm picked would in no way affect the armed criminals.

### Ideal Approach

- (i) Mobilization of people & use of RPA 1951 to remove the ministerial position of the minister.
- (ii) Police ~~set~~ protection for SC voters and the magistrates family
- (iii) Immediate arrest and filing of criminal charges.
- (iv) Involvement of local media for public support.

This way the constitutional duty would be upheld and the criminals could be punished!

Remarks

Good approach!  
9

19. You are professor as well as a social activist. There is an educated and well employed couple in your vicinity who often fight on their personal issues. One day they started fighting as usual, starting from arguments, turning loud, slamming doors and finally the male partner resorting to physical violence, the cry of wife and children started coming out. People come out, but do not dare to go to them citing that it is their personal matter, so any interference would be unethical and uncalled for. Answer the following questions based on the above case: -

- Would you agree to be a bystander on the advice of the people that it is a personal matter of the couple? Give reasons.
- Suppose you go to the flat of the couple and enquire what is wrong but the male member insists that they be left on their own as it is their personal matter and you should mind your own business. What would be your reaction?
- Can police help in curbing this social malady by using legal authority and provisions?
- What is your moral and ethical locus standi on intervention of neighbors to stop the domestic violence? (250 Words) (20 Marks)

(a) Having clear knowledge of physical violence, I would not agree that it is a personal matter on the following grounds.

(i) Domestic violence act (2005) and Section 498 of IPC make domestic violence a criminal act which violates

(ii) The actions of husband may have poor influence on other families if not reprimanded for his actions

(iii) On humanistic grounds, support has &

Remarks

How to distinguish between domestic violence & personal issue?



Protection has to be provided to the woman and children.

(b) My first action in such a situation would be to make him aware of the penal provisions.

→ This would deter him from further violence.

→ Next I would talk to the wife to understand the issue and her perspective. I would further look for avenues towards reconciliation and resolution of differences.

→ In case of future violence, I would directly approach the police to file a complaint.

(c) Police may play a significant role :

(i) Use of legal provisions as a deterrence.

But don't you think that you mustn't indulge in fight yourself?

Remarks



- (ii) Swift and effective actions against the agents of domestic violence may set an example for the society.
- (iii) legal provisions allow for protection & support of victims eg: one stop centre.
- (d) The moral and Ethical locus standi are as follows.
- (i) Humanism : Protection of the weak against physical & emotional abuse.
- (ii) Constitutional ethics : Art 51 (a) duty to promote harmony within society.
- (iii) Legal ethics : reporting of criminal acts to the best of my knowledge.
- Thus the view that the said actions are personal & are baseless.

Remarks

8 1/2