

ETHICS, INTEGRITY AND APTITUDE

Time Allowed: 2 hr.

Max. Marks: 140

Q.	Marks	Instructions to Candidate
1.		<ul style="list-style-type: none">• There are 7 questions.• All questions are compulsory• The number of marks carried by a question/part is indicated against it.• Content of the answer is more important than its length.• Answers must be written in the space provided. <p>Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.</p>
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1. Invigilator Signature _____

2. Invigilator Signature _____

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REMARKS

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Q1. An external terrorist organization has organised several bomb blasts in a town causing large scale casualties. The police suspect that the terrorists have some local support and they have arrested a local young man who appears to have supported the terrorists. How can the law enforcement agencies persuade the young man to become an approver?

(250 Words) (20 Marks)

General course of law enforcement agencies to make a person become an approver is by using force. Force is used as means, to achieve the end of cracking the terrorist group involved, various other locals involved in the terrorist attack. Force is justified for the larger good of the society i.e. maximising happiness.

However it is not the right means to use as ~~the~~ using force is in violation of his rights, immaterial that, the accused violated rights of several others aiding in by bomb blast.

A highly An Emotionally Intelligent officers would persuade the young man to become an

Remarks

approve by using tactics of moral and ethical persuasion, countering deeply ingrained beliefs and attitudes, using family pressure etc to voluntarily make the person approve and facilitate in preventing such future attacks.

(a) Need to understand the reason behind aiding the terrorist organisation

e.g.
Q Has he been subjected to any discrimination in the past; & faced injustice like killing of dear ones

- such persons who faced trauma should be given psychological support and assure him that such incidents are of past, that we are pluralistic nation

(b) Need to understand the community in which he has grown and larger currents in the nation, like growing intolerance

Remarks

- Reason his beliefs that
- (a) how his action has resulted in death of hundreds, many of his own community too
 - showing the pictures of death; will arouse basic human empathy; ~~also~~ sense of shame; guilt; remorse
- (b) Countering his arg reason, that how his actions instead of addressing the issue like discrimination; unemployment etc was worsened it by increasing distrust, economic and human loss.
- (c) How he serves the larger cause of nation, to his own community family by becoming approve
- (d). His family; can be effective persuaders in turning him into approve. Assure the family that by turning into approve, his conviction will be less, (i.e. suffering); family will be given protection against facing threats etc
- Therefore by his voluntarily ~~making~~ ^{most} conversion into approve, not only we do what is just and right but also help in knowing more details about the terrorist organisation, locals involved and also in long term take preventive and mitigation actions

Remarks

Q2. Mr X is working as the Head of a developmental organization dealing with water supply schemes in an urban area. Y and Z are his two subordinates. Y is the engineering head and Z is the financial head. Both Y and Z were earlier good friends, but now the differences between the two have gone all time low. Whenever Y brings any water supply proposal and is sent for the financial concurrence of Z, he makes adverse observations, which makes difficult for X to take a final decision. How will X resolve their differences so as to ensure that water supply schemes do not get delayed? (250 Words) (20 Marks)

As head of a developmental organisation dealing with water supply. His role is to

- (a) Ensure larger public interest is served. (supply water regularly)
- (b) Organisation efficiency is maintained (overall performance)
- (c) Derive the best from his subordinates

various issues involved in the conflict between Y and Z are

- (a) delay in public service delivery ⇒ Public interest vs private interest
- (b) organisation performance vs personal conflicts
- (c) violation of integrity, impartiality, neutrality and larger commitment to public service.

various steps X can take to resolve their differences are

- (a) Have a informal discussion with both Y and Z,

Remarks

explaining them, ~~how~~ how their personal feud is resulting in public interest not being served.

(ii) Use his emotional intelligence, to arouse emotions and feeling

of inspiration to serve for larger public interest, putting aside personal feuds

(iii) In ^{the} short term, to ~~go~~ enable making a final decision

- ask Z to give clear cut cost-benefit analysis of each water supply proposal of Y.

- what are the trade offs and also cost of delay.

(iv) In ^{the} long term, ~~not~~ X should make efforts to ~~real~~ build their friendship

- organising informal dinners, gatherings with families to build personal relationship

- Publicly praising the collective efforts of Y and Z for the ^{successful} implementation of the scheme. This will

drive them towards excellence, more cooperation, real to
serve

Remarks

(v) In case of non-mending of their behavior inspite of various efforts

~~X should resort to action against Z, for putting personal interest over public interest.~~

- Before action, get a third party observation about Z's findings are they justified. Is the problem with Y's proposal? i.e. because of Y's incompetence
- Depending on findings, take action against the person hindering the organisation performance.

~~X should~~ This through various course of actions, X has to ensure that workculture of the organisation improves and serves the larger public interest.

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Remarks

Q3. A young Civil Servant has been posted as Sub Divisional Magistrate in one of the most backward parts of the country. He finds various malpractices in distribution of old age pension schemes, in public distribution system and in poverty alleviation programmes. He finds that a section of his subordinates is a part of the problem rather than solution. To his surprise, he comes to know that the local ruling party members are badly involved in various malpractices.

- a) What steps will the civil servant take to bring integrity in his subordinates? (5 Marks)
- b) How will the SDM be able to bring objectivity in distribution of old age pension? (5 Marks)
- c) What steps will the civil servant take to ensure that food grains meant for the poor people reach them? (5 Marks)
- d) Through his hard work and extensive tour of the rural areas, what qualitative changes the SDM can bring in implementation of poverty alleviation programmes? (5 Marks)
- e) How will the young officer ensure that partisan efforts on the part of the ruling party members could be nullified? (5 Marks)

(300 Words) (25 Marks)

various issues which are affecting the public service delivery, in turn public interest, and the trust on the Government are

- (i) moral integrity of subordinates vs malpractices
- (ii) public interest vs private interest - abuse of public schemes.
- (iii) lack of demand, awareness among people - poor civil society mobilisation (backward district)
- (iv) political neutrality abuse by local ruling party members; also abuse of power.

various actions a SDM should take are

Remarks

Part a

- clearly sending the message of zero tolerance of corruption through
 - ~~to~~ Educating ~~and~~ small informal training - code of conduct, code of ethics and various mechanisms available to punish deviating officers.
 - ~~and~~ bring awareness about abuses, harassment
 - faced by people (personal story) will arouse a ~~strong~~ human feeling of shock, empathy, guilt
- clearly setting performance targets - for each day; for each week and once a quarter → fix responsibilities for achieving them → also preparation of periodic reports
- To ensure sustenance of integrity
 - regular value and moral training of the officers should be given
 - Publicly reward efficient officers → for larger change in the organisation

Remarks

Part b - objectivity in old age Pension

Short term

- creating citizen awareness about their rights
- Setting up ^{for old age Pension scheme}
- framing a citizen charter, clearly specifying
 - timelines for public servant
 - various documents etc needed for service
 - authorities whom citizens should meet to avail service
- Grievance redressal mechanism - in case of violation
 - publicly display successful cases so that more people will shed attitudinal inhibition

Long term

- eE-Governance - reducing citizen, public servant interaction
 - ensures transparency and accountability => objectivity will be ensured.

However need to bring change in public servant attitude towards work, commitment to public service for sustaining objectivity

Remarks

Part C

- Removing duplication of entries, ~~from~~ bogus entries in the beneficiary list
 - give directions to all Panchayat institutions accordingly (use Gram Sabha)
- Account keeping of each PDS and its ~~regular~~ regular inspection
 - maintain a logbook of grains received ;
~~the~~ grains allotted to various beneficiaries
 - Publish the allocation of grains & its beneficiaries in ~~various~~ gram sabha meetings ; on the wall of PDS shop every fortnight
- To ensure public vigilance, take by IEC ~~and~~ campaign for public awareness creation
- Long term - Computerisation of PDS to prevent diversion

Remarks

Part d

- success of any poverty alleviation program depends on
 - Public participation and awareness about their entitlements
 - transparency of functioning of the Government officials.
 - Holding public servants accountable for service delivery.
- A Qualitative change in all the above 3 dimensions can be brought about by SOM - through various education drives, his own transparent functioning style - setting as an example - updating public of various activities taken by Government through radio, local channels etc.

SOM should lead from the front to bring in changes in the organisational work culture

Remarks

Part
(e)

- Supporting subordinates
 - not to hurt public interest for favouring local ruling party
 - that law and justice to their side is far greater weapon than ~~be~~ good relation with ~~local~~ politicians
 - It is in their long term interests
- Creating Public Awareness through IEC campaign; make them demand service
 - ~~local~~ local ruling party will reduce their partisan efforts for fear of public rebuke.
- To win local ruling party members - Patronage is - the
 - Extend thanks to various political parties (not showing bias) for extending helping hand in public service delivery; ensure non-partisanship in services ~~impartially~~

However the crux of ~~it is only~~ some efforts should be to bring in change in the values, attitudes of the subordinates and that of public for better service delivery.

Remarks

Q4. What do you mean by 'Ethical Dilemmas'? Illustrate it through a suitable example. You are a police officer and your bodyguard has once saved your life by putting his life on risk. He has taken Rs. 500 from a person to help the man to get a favorable recommendation from you for grant of an arms license. Another police personnel has told you about the matter. The case of arms license is genuine and your bodyguard makes a request to do the same. What will be your response? (250 Words) (20 Marks)

Ethical dilemma occurs when a person is confronted with ^{a challenge of} making a decision between two options of equal importance.

Example - I as a civil servant has observed few individuals in the organisation are practising unethical behaviour. Question is whether to reveal or not?

(a) Merits of revealing

- ~~large~~ organisational efficiency improves
- large public interest will be served
- Also organisational work culture - as this will be example for others

(b) Merits of not revealing

- my job will be secure ; no worsening of relations with my colleagues, seniors
- I myself will not be subjected to physical & mental harm

So ethical dilemma is to make a choice between the two. It depends on individual beliefs, values who directs them to ~~not~~ take action

Remarks

various ethical issues involved are

(i) Personal integrity of ~~police~~ ^{bodyguard} vs ^{might} condoning him as a one-off ~~act~~ for saving my life.

(ii) Objective analysis of license

- even if genuine - chances of allegation as bodyguard has taken bribe

(iii) my Personal credibility at stake - as ^{allegations} ~~it~~ might ^{harm} ~~do~~ my integrity

Therefore my course of action would be

(i) ~~state~~ while appreciating the fact ~~that~~ ^{that} he saved my life,

I should also strongly condemn his unethical act

- ~~his~~ ^{his} actions ~~of the reason~~ disrepute both of us.

- of his reason of resorting to bribery is low salary, I out of moral benignity - will give some share of my salary.

(as a token for saving my life)

- will ask him to return the bribe

Remarks

(ii) Case of license application for arms dealer

- arms dealer should be warned for ~~to~~ ^{bribing} public official to get license

- His actions might result in blacklisting him

- objectively analyse the license application and ^{will} take the decision

Justice and ethicality should not only be done from an individual level, but also from all stakeholders involved in the decision making. Therefore I must ensure my bodyguard and arms dealer uphold the high highest principles of integrity

Remarks

Q5. What do you mean by 'Professional Ethics'? Make out a Code of Conduct of Nurses working in a hospital where children below the age of 2 years receive treatment. (200 Words) (15 Marks)

Professional Ethics is various ethical principles, values, goals. a person working in a profession

should adhere to & use as guide while making a decision -

e.g. Dr. A. Doctor, his professional ethics is to save life, never harm any person knowingly; ^{value of human} ~~monetary~~ life above monetary considerations etc.

To ensure adherence of professional ethics, organisations frame Code of conduct, Code of ethics and conduct trainings, case study workshop to engrain those ~~eth~~ ethical principles in employees.

Code of conduct of nurses

Code of conduct is a list of do's and don'ts ^{working} ~~do~~ a nurse in the hospital

Remarks

DO's

- (a) should ensure that all her clothes, ~~etc~~ ^{hands} are sanitary while handling babies (low immunity)
- (b) Duty to maintain Integrity, not seeking monetary favours for treatment
- (c) Impartiality - in handling babies of various ~~castes~~ ^{religion} etc
- (d) Keep away phones while attending to ~~babies~~ ^{mothers} babies
 = as disturbance due to ringing; ~~not~~ ^{attending} calls - might result in neglect of baby - consequences of which can be dire
- (e) should be very polite, composed while dealing with wards or patient
- (f) Disclose if you contract any disease (communicable (non-communicable))

Don'ts

- (a) Abstain from absconding the duty - by taking nap ^{& break} during waking hours
- (b) negligence, while handling babies
- (c) carry any sharp objects which might cause hurt to babies
- (d) ~~do~~ don't touch baby & enter baby ward if you have any infection

Remarks

Babies

Babies are very sensitive, therefore

code of conduct of nurses should be centered around values like

sanitary, commitment to duty, Patience, care and love for

babies etc.

Remarks

Q6. You are a Block Development Officer in charge of agriculture, rural development, primary education, PDS, etc. There is a general complaint about your office that caste certificates, income certificates, PDS related work are never done without a price. Whenever you want to take reformatory measures, two of your supervisors 'X' and 'Y' oppose and incite your work force. There is a strong pressure from civil society on you to immediately take steps for bringing transparency, accountability and reducing corruption in your office.

- How will you discipline 'X' and 'Y' and bring accountability in your office? (5 Marks)
- What steps will you take to bring transparency in the working of your office? (5 Marks)
- How will you ensure better delivery of services like caste certificates, income certificates, etc? (5 Marks)
- What specific measures would you take to reduce the corruption in your office? (5 Marks)

(250 Words) (20 Marks)

Issue is to tackle pressure from superiors and workforce to take reformatory measures to improve public service delivery.

various issues involved are

- superiors violating organisational conduct rules
- obstructing public duty
- public interest vs personal gain (corruption)
- organisational subculture - resistance to reform
- Poor delivery of service inspite of strong civil society pressure

Remarks

Question a - Discipling XCY; accountability

- Complain to higher authorities about the behavior of XCY; obstruction to public duty
- clearly state the goals, performance targets of each office
- Release or circulate strong
- set up Grievance redressal mechanism - to receive complaints against erring officials
 - given there is a strong civil society movement

Question b

- Jobbing transparency in office
 - draft a citizen charter - outlining services provided, timelines; expectations from citizens
 - display names of beneficiaries and their entitlements so that they can demand if denied service
 - Attitudinal & behavioural change in public officials from secrecy to transparency

Question c

- for better delivery of services - citizen charter will help
- create awareness among people about their entitlements through TVC campaigns, using civil society

Remarks

• Better delivery of service is inherently connected to
Corruption and values of public officials

Question d. → Reduce corruption.

- Having a citizen charter, Grievance redressal mechanisms and ~~the~~ taking stringent action against erring officials will reduce corruption in the short term
- In the long term - need to ^{ingrain} ~~change~~ the moral values, commitment to integrity, public service in the officials through value training, leading them as an example, rewarding good service

Also I must ensure that loyalty of my subordinates ties ~~is~~ to me and must take up various informal measures to build trust, friendship with them.

This will improve ~~by~~ coordination and cooperation, ~~teamwork~~ thus improving organisational efficiency and ultimately public interest.

Remarks

Remarks

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Remarks

Q7. There is a distillery unit which is manufacturing one of the best brands of liquor in a remote tribal area. The unit has come into existence after the villagers provided their lands to the management at a concessional rate. The unit is earning reasonably good revenue. What type of social responsibilities and initiatives are expected from the management of the unit? (250 Words) (20 Marks)

various social responsibilities and obligations of the unit are

a) Villagers played a crucial role in the setting up of the

Industry ⇒ natural obligation on the distillery unit

towards villagers of a remote tribal area

b) Distillery unit is producing alcohol ^{which is} → not a common good,

have adverse impact on health, ~~society~~ family relationships, society.

This puts natural obligation towards society.

c) Earned the reputation of best liquor brand - is possible only

because of various stakeholders like → farmers growing barley,

~~shareholders, competitors~~
grape etc; → obligations towards them.

d) Larger responsibility to the nation - to pay taxes regularly,

not to resort to black market sale of production (because of high tax levied on liquor goods)

Remarks

Therefore various initiatives which are expected from it are

- (i) ~~Positioning~~ Building itself as a ethical brand - ~~also~~
- outlining code of ethics, conduct rules of the organisation towards competitors, shareholders etc expected from employees.
 - compliance with laws
- (ii) Taking initiatives to develop farmers who are backward line of the unit
- providing them a share in profits
 - ~~also~~ supplying better seeds, technology to raise productivity and thus better income
 - ~~developing~~ improving transportation infrastructure - thus reduce wastage
- (iii) Rural area development programme - can be its CSR initiative
- ~~is~~ developing connectivity to the region (as will also help unit)
 - ~~is~~ establishing schools, hospitals, skill training centres to ~~be~~ enable to take up employment - ~~also~~ employ local youth
 - Ethical obligation - to ensure villagers don't ~~become~~ get addicted to alcohol ; carry out awareness programmes ; rehabilitation centres

Remarks

2v.) Towards large society and nation :

- Ensuring its goods are of high ~~to~~ quality - not adulterated

- regularly pay taxes

- take up efforts to prevent addiction of people towards liquor

Thus the distillery unit should evolve from profit earning unit to ethical profit unit, should stand out as a shining example to others, which in turn increases ~~the~~ the brand reputation, thus its sales and profits and ^{parallelly} ~~also~~ development of stakeholders, local villagers, ~~and~~ economic growth of nation.

Remarks