

**ETHICS, INTEGRITY AND APTITUDE**

Time Allowed: 3 hr.

Max. Marks: 200

Q.	Marks	Instructions to Candidate
1.		<ul style="list-style-type: none"><li>• There are 15 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>
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Name K. Varun ReddyRoll No. GSET 15067

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

Date 18/9/15Signature [Signature]

**REMARKS**



## SECTION A

Q1. There has been surge of interest in spirituality both at the personal level and at the workplace. What is spirituality? Do you think there is a relationship between productivity and spirituality? (150 Words)  
(10 Marks)

Spirituality is inner peace, ~~and~~ calmness with one self. It is the ability to control ones thoughts, emotions and act in a consistent, controlled manner.

A highly spiritual person cannot be provoked to act on his impulsive emotions like anger, hatred.

~~Spirituality~~ ~~has~~ There is increasing interest in spirituality as an answer to various problems people face in their personal and work place. Today's personal and work place is abound with many complex uncertainties and tensions like unstable relationship, trust deficit in society, lot of work pressure, need to deal with multiple stakeholders, etc.

In such an environment, one needs a highly developed inner self, ~~not~~ to remain calm and navigate the problem.

Also there is direct relationship between productivity and spirituality, because stress and tension will reduce one's effectiveness, which can be controlled through ~~spirit~~ spiritual development. Thus helping in maintain<sup>ing</sup> productivity levels in spite of various challenges.

Q2. What do you understand by the term personal effectiveness? Explain the role of self-awareness in enhancing personal effectiveness.  
(150 Words) (10 Marks)

Personal effectiveness refers to my skills & various competencies. ~~which~~ It refers to tasks which I'm good at and can solve in least time / cost. For example Usain Bolt is personally effective at running, Ramanujan is personally effective at his analytical reasoning ability.

It is important to  
most of the times we won't work alone but in teams. On working as a team it becomes very essential to be self-aware of one's competencies and weaknesses in order to maximise the outcome of the team.

Personal effectiveness is not a fixed ability which comes at birth, but it can be enhanced and ~~also~~ also new competencies can be developed. For example - ~~if you~~ ~~work~~  
At present I'm not an area where I'm effective but with consistent practice over

the time I can ~~no~~ become effective in it.

~~But~~ But in order to enhance personal effectiveness it is important one is aware of one's strengths and weakness. Self-Awareness is crucial, because only then we can put sustained efforts to improve our weakness.

~~A~~ Self-Awareness of ~~effort~~ personal effectiveness becomes all the more important while working in teams in order to maximise output by ~~comple~~ complementing each other's weakness.

Q3. 'There is only one corner of the universe you can be certain of improving and that your own self'. Comment. (150 Words) (10 Marks)

'Self' is awareness of my being and my functions. It includes various beliefs one holds, values he <sup>the</sup> respects and ~~also~~ abides by and also one's interests and dislikes.

Self is built as a process of socialising with the society around, with family and also it can be developed through one's own sustained efforts.

A person brought up in a patriarchal society is likely to adopt that into one's own self. For him idea of gender equality doesn't appeal.

However as said above, self is not constant & not just what various norms impose on us. It is actively shaped by the person ~~by~~ as he is exposed to various ideas, new information, knowledge. As rightly said it is one area where we can be certain of improving because self is who we are, what inputs we give to our ~~to~~ brain.

We can improve our self,  
by constantly feeding ourselves with good values,  
making it a habit to abide by them, emulating  
people who are considered virtuous, reading various  
books, autobiographies.

It is ~~an~~ essential <sup>work on</sup> to improving one's  
self, because it is core of core competencies



Q4. Human society is today creating more problems than skills can solve, only human values & ethics can reduce problem creation. Illustrate your opinion. (150 Words) (10 Marks)

A society at a given point of time faces various problems like lack of adequate food, increasing crime, degradation of moral values, etc. Traditionally we look more to skills & creating new products as a solution to problem. For example - creating BT crops to address food security, to solve the problem of increasing crime we advocate increase police personnel, skill of investigators.

However the most urgent problem today is that of degrading values like resorting to personal gain at the cost of public - corruption, disrespect to others, human rights, sensitivity in relationships and pursuing selfish interests; Companies greed to exploit resources at the cost of indigenous <sup>and tribal</sup> people living the area etc.

Such issues cannot be solved by imposing the skills of people but by ingearing

in them values of empathy, Compassion, Truth,  
a sense of Justice, spirit of public service,  
respect for others as one's own self, equality etc.

We need a value based ~~society~~ <sup>society</sup>  
more than a ~~skilled~~ <sup>skilled</sup> society. And both should  
happen together.

Q5. Real freedom is of the mind and spirit, it can never come to us from the outside. Analyse. (150 Words) (10 Marks)

Freedom has two components. Freedom to <sup>act</sup> achieve / do and "freedom from".

Freedom to act to pursue one's goal requires certain enabling conditions like access to schools, health care etc. It is one of the biggest limitations inhibiting <sup>people living in</sup> isolated hilly and isolated terrains like forests. However we are not short of examples like Ambedkar who in spite of external obstacles has overcome because of his belief, persistence. <sup>His persistence</sup> ~~It is~~ ~~persistence~~ comes from his inner belief of ~~his~~ <sup>spiritual</sup> freedom of his mind and spirit.

~~So~~ Freedom from someone say from colonial rulers is also important for pursuing one's ~~own~~ ambitions, ~~but~~ However it is more important to be free from greed, excessive desires, malicious thoughts which can destroy one's mental peace.

Therefore real freedom is not  
one came to us from outside but that of  
mind and spirit

Q6. 'The quality of our life would be certainly poorer without aesthetic value'. Comment. (150 Words) (10 Marks)

Aesthetic value is the beauty or appeal attached to a person or thing. One can see aesthetic value in art forms, nature, in a person, etc.

People visit Taj Mahal because of its aesthetic value. ~~We love to go on a walk in the morning~~

Aesthetic value enriches one's life, and also gives purpose to one's life.

We go on wild life nature holiday trips, visit various architectural wonders, <sup>experience</sup> different culture to appreciate their aesthetic beauty.

Also it forms the purpose of life for some. Social reformers like Mother Teresa see aesthetic beauty in being a human and derive satisfaction in seeing them. Nature conservationists derive their purpose in protecting the aesthetic beauty of nature i.e. protecting environment etc.

Therefore ~~not~~ our life would be ~~not~~ <sup>not only</sup> certainly poorer without aesthetic value.

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**Q7. Doing morally correct things can solve many problems associated with poverty. Substantiate your view with suitable illustrations.**  
**(150 Words) (10 Marks)**

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Q8: The deepening value crisis in the contemporary Indian society is casting its evil in all walks of life. Analyze. (150 Words) (10 Marks)

One of the most grave problems Indian society is facing is the deepening value crisis. Values

like honesty, truth, justice, empathy, love, peace etc. is taken over by greed, jealousy, violence, selfishness, exploitation etc.

One most visible value degradation in the recent times, upsurge in the <sup>crimes</sup> cases of committed against women like domestic violence, molestation, rape. Also increasing fundamentalism, religious intolerance, communal <sup>violence</sup> in the society. Recent killings of Pansare, Dabholkar, Kalburgi are examples of this.

In political arena, criminalisation of politics, and politicisation of crime, money power, using fraudulent means to suppress opponents, various <sup>instances of</sup> political scandals and abuse of ~~power~~ power. Like 2G telecom scam, coal allocation scam.

In the economic arena, we have example of Satyam, Saradhami chit fund scam where greed, dishonesty, budgeting of accounts, cheating stakeholders to earn more money and attract more

investments.

Therefore we ~~should~~ <sup>it's urgent</sup> to address  
the degrading value to sustain the society.

Q9. 'Dis-value among public servants ultimately makes democracy dysfunctional'; corruption is just one example of it. Analyze. (150 Words) (10 Marks)

Public servants are called the ~~rod~~ steel frame of the democracy. They are the permanent executives who ~~are~~ implement the ~~decisions~~ policies, programmes and provide various services to the people.

However a deepening malaise in the public servants is degradation of values, acting against morality and ethics. Corruption scandals like 2G Telecom case, is just one example of this value degradation.

Civil servants, often tend to forget the word "servants", <sup>holders of public trust</sup> and act as rulers, imposing their will on people than acting for them. In the process, they act insensitive to people's demands and wishes - which is against the very principle of democracy (people's rule).

Also they tend to be irresponsive to people's grievances because of lack of empathy.

Compassion and service orientedness of their functioning  
they restrain from ~~to~~ taking initiatives for the  
betterment of people. This ~~is~~ a negative  
outcome  
to ~~easy~~ to make ~~therefore~~ people lose faith in public  
servants and ultimately democracy.

Therefore dis-value of public  
servants can make democracy disfunctional

**Q10. What do you mean by honesty? How this value will help you to become a good Civil Servant? (150 Words) (10 Marks)**

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## SECTION B

Q11. Corporate governance can be considered as an environment of trust, ethics, moral values and confidence - as a synergic effort of all the constituents of society - that is the stakeholders, including government; the general public, etc; professional/service providers - and the corporate sector. One of the consequences of a concern with the actions of an organization, and the consequences of those actions, has been an increasing concern with corporate governance. Corporate governance is therefore a current buzzword, the world over. One of the implications of this current concern however is that this is a new phenomenon - one which has not been of concern previously, i.e., the issues of socially responsible behavior. In this light discuss:

- (a) The idea of corporate governance.
- (b) What is the purpose and limitations of corporate social responsibility?
- (c) How corporates' can be more socially responsible? (250 Words)  
(20 Marks)

Corporate Governance refers to the way in which an organisation is run, how decisions are taken.

Conventionally an organisation is run to make profits for the investors / share holders. Entire decision making, values of the organisation is structured to make profits.

In the recent years, because of growing awareness of rights consumer rights, negative externalities like pollution, anti-competitive practices <sup>etc</sup> ~~as a result~~ as a result of being solely profit driven has led to question <sup>the</sup> earlier concept of Corporate governance.

Today Corporate Governance, encompasses not shareholders but stakeholders. Objective of organisation is to maximise benefits for the entire stakeholders i.e. shareholders + society + competitors. Demand is for the organisations to be more socially responsible. An idea towards this direction is Corporate Social Responsibility (CSR).

### Corporate Social Responsibility <sup>(CSR)</sup>

is that organisation has to balance profits, society, environment i.e. organisation has responsibility that while growing as a company, it has to uplift the society and work towards its <sup>betterment</sup> ~~improvement~~ and also ensure that it doesn't deteriorate the environment.

many corporates have actively taken up CSR activities like Wipro is investing in primary education of the rural poor, of children living in relatively inaccessible regions.



TCS has announced construction of over 50000 public toilets in <sup>the areas of</sup> such activities be it in human resource development (education, skill development, health), to address social issues (like women <sup>and</sup> child <sup>empowerment</sup>), or to provide basic needs like food, clothing, housing has an end effect of improving quality of life of people

But CSR as an idea doesn't have limitations but rather in its implementation. Funds allocated for CSR can be used by a big corporate to increase its brand image indirectly <sup>thus</sup> ~~which~~ gaining edge over small corporates.

Some also question, ~~the~~ <sup>the</sup> idea of CSR for companies <sup>like</sup> ~~like~~ tobacco, alcohol which have negative externality <sup>on</sup> people. Similarly mining industries which cause huge environmental damage in their operations. Corporates cannot shy away

Therefore this make corporates shay  
Corporates cannot shy away from the ~~the~~ negative externalities by giving more money as CSR. In order to act socially responsible they have to ensure that their operations should not have negative impact, make civil society active part of decision making - addressing <sup>their</sup> concerns and ultimately work for stakeholders rather than shareholders.

**Q12. Up to twenty people have been injured and more than 500 homes destroyed after a massive fire tore through a sub-urban area.**

By the time the fire was extinguished, more than half of the thatched huts in the neighborhood had been destroyed, leaving great mountains of smoldering debris - including plastic bottles, tarps, rubber tyres and scraps of wood. The cause of the fire is not yet known, but it seems likely to have been started either by someone cooking on charcoal in one of the cramped alleyways, or by electrical short circuit from the many thousands of illegal power connections. Fanned by a breeze, the fire gained momentum once it hit an open yard area filled with dry wood and plastic. It spread further as gas cylinders kept inside the thatched huts for cooking began exploding.

Seven people were taken to hospital to be treated for smoke inhalation or burn wounds, although there have been no reported fatalities, according to one official. The cause of fire is unknown, it could be natural or manmade. It is extreme winter and the victims; their children have no place to live and nothing to eat. For animals, there is no fodder available. The D.M. has gone on a long leave just a day before and you are the senior most A.D.M. (Additional District Magistrate) available. What are various options available to you? Also outline the limitations of such options. Also mention the final course of action you are supposed to follow. (250 Words) (20 Marks)

A massive fire has engulfed the neighbourhood, which injured over 20 people and destroyed over 500 homes. Cause of fire is unknown.

Most urgent matter at hand is victims and animals have no place to live, nothing to eat and cannot sustain long in the extreme winter without aid. Also need to ensure that such an accident will not happen again.

Since D.M. has gone on leave, the responsibility lies on me as senior most A.D.M. to act respond.

Various Options available to me are

(i) Create temporary shelters with all basic needs like food, clothing, sanitation taken care of;

~~For this for a while the community reconstruct~~ and give the community a deadline of a month to construct ~~back~~ their houses.

It will <sup>help</sup> address them <sup>hide</sup> ~~crossed~~ over the <sup>extreme</sup> winter but it cannot ensure that fire accident will not recur. Because they might resort again to closely packed ~~the~~ thatched roof. Especially because their <sup>accumulated might be</sup> wealth ~~is~~ destroyed during the fire.

(ii) Create temporary shelters. Provide assistance to the community in the reconstruction of their houses. I can get money sanctioned under India Awas Yojana (IAY) for constructing Pucca houses / upgrade thatched roof.

Also have to address possible causes of fire. Use of charcoal or because of illegal connections. Poverty is the reason behind both the causes. Take steps to create sustainable economic

activities for the people. Encourage them to shift to gas stoves by <sup>educating</sup> telling them of the ill effects ~~on~~ charcoal on health. Also ~~electricity~~ power connections has to regularised. Various schemes are available to get funds for this purpose.

However the final authority for granting authorisation to above mentioned developmental activities is D.M. In his absence I ~~can~~ <sup>should</sup> consult <sup>my</sup> superiors to grant funds.

Option 2 will be my final course of action because it addresses the <sup>issue of</sup> ~~concern~~ extreme winter and also ensure such ~~an~~ accident will not occur.

Q13. One small area of a district headquarters town is in the grip of encroachments. As a result, people of the town are facing a lot of problems due to congestion of roads and the most affected lot are senior citizens, who face difficulty in crossing congested and crowded roads. This is creating a problem about two roundabouts and two parks of that area. Area is very dirty. There is no arrangement of cleanliness. Senior citizen of that area appealed to the state government to appoint a young but disciplined and energetic officer in the town to take care of the problems and grievances of the people. Executive officer of the local civic body said they were doing their best to clear the encroachments in the town from time to time. However, once the encroachments were removed, the same people find other sites in the same area to encroach upon. A group of people of that area visits to Municipal Commissioner along with local politician. Local MLA is also ready to fund. They want beautification of that area along with parks so that even children can play. The city has a business potential, besides residents desire that there should be some attempts to beautify these places as is done in many other cities of the country. You are Municipal Commissioner of the city and when a delegation of eminent people has come to meet you with a request to do something for the purpose, you checked up with your finance and accounts department, which expressed its reluctance to part with resources.

- (a) What are various options before you?
- (b) Discuss the merits/demerits of each options and finally suggest best option which you would choose giving justifications.  
(250 Words) (20 Marks)

The district headquarters town has ~~two~~<sup>three</sup> issues to be that are to be addressed

- (i) encroachment of public places
- (ii) Beautification of the area, ensure its cleanliness
- (iii) ~~take~~<sup>to facilitate</sup> facility for easy road crossing by senior citizens.

~~On~~ In the scenario given, local MLA is also ready to fund but my finance and account department has expressed its reluctance to part with resources.

In such a scenario

(i) Express my helplessness to the eminent people due to paucity of ~~for~~ funds. Promise them to try to allocate funds out of next year's budget.

~~It~~ This is not the right option because it amounts to abdicating my responsibility to improve quality of life of people.

(ii) Override decision of finance and accounts department. Ask them to cut funds for some other developmental activity and allocate funds to this project because of people's demand.

Overriding is not a healthy practice in governance because it will erode the accountability, autonomy of the finance department and also gives their expertise <sup>not to</sup> ~~to~~ decide

~~the decision to them~~ override their decision

Also cutting short money for other projects

(ii) Express my willingness to work with local MLA, eminent people to address the problem.

Take a repo request to state government to allocate more funds to the town under urban development projects like AMRUT.

Local MLA is ready to fund the beautification and cleanliness drive. Also to gather more funds, motivate people, tap public resources. Inspire people of the town to voluntarily take up cleanliness activities. etc.

I believe this is the best option to choose. ~~and~~ sustainability of this project will depend on changing attitudes & behavior of people to respect cleanliness.

To address the issue of encroachment of public places,

need to penalise people, create effective deterrent against encroaching new areas. develop <sup>awareness</sup> ~~protest~~ <sup>vigilance</sup> among people of the town against such encroachment.

To facilitate road crossings, put zebra crossings at regular intervals and <sup>also</sup> traffic signals. etc.

Q14. How Emotional Intelligence helps a civil servant to bounce back from setbacks? Suppose inspite of best of precautions you fail to provide necessary articles to flood victims, and your whole team is demoralized. How will you be able to overcome the situation?  
(250 Words) (20 Marks)

Emotional Intelligence refers to the ability of an individual to understand one's own emotions and that of others and manage them towards successful ~~out~~ outcomes either in personal life or social life.

A civil servant works in a very difficult environment, continuous pressure from politicians, many layers of accountability, various demands put by different groups ~~some~~ often conflicting, sudden emergencies like epidemics, disasters etc.

In such a work atmosphere, ability to balance stress, conflict management, ability to accept responsibility for failures, inspiring your team to move forward inspite of obstacles, taking new initiatives to solve problems and ~~at~~



being adaptable according to situation is very important to succeed. ~~The~~ These are the traits of an emotionally intelligent Civil servant and reason why it is crucial for a Civil servant.

In spite of best precautions, we as a team failed to provide necessary articles to flood victims and because of its inability the team is getting demoralised. Demoralisation will reduce the effectiveness of the team, thereby causing further failure in providing necessary articles.

~~Demoralisation~~ It has to be averted urgently, because else ~~the~~ they will get further demoralised.

I as a team leader, will first appreciate my team for their whole-hearted precious efforts, commend them for what they have achieved in spite of against the odds; ~~and~~ explicitly reading out the success like no. of victims rescued, provided food, rehabilitation etc. This will ~~also~~ make them realize

the importance of their efforts and motivate them to work more, ~~also~~ provide the victims with necessary articles.

Take a plan for the further course of action in order to maximise outcome, ~~then~~ tell them how more we can achieve by striving relentlessly.

In order to fill the gap of available manpower to provide relief to victims; augment resources from the locals or people from victims in healthy conditions to help in ~~the~~ our efforts. Seeing local population working hand-in-hand will further motivate the team to give their best efforts.

Q15. The challenges of the 21st century such as economic collapse, absence of values and challenges of sustainable growth necessitate another look. Several MNCs of today are larger than many countries. Given their sheer size and the lives they impact, should we not be thinking of fundamental structural changes? The world of big business and finance after the economic crisis and scandals has come to understand that we need to redesign the systems in order to create more sustainable and responsible economies. The Gandhian perspective is more relevant today than it was ever before. Gandhi wanted to ensure distributive justice by ensuring that business acts as a trustee to its many stakeholders, and specified that economic activities cannot be separated from humanitarian activities. Economics is part of the way of life, which is related to collective values. In this light, discuss the idea and relevance of Gandhi's economic model. (250 Words)

(20 Marks)

Global Financial crisis 2008, issue of climate change, and at the same time huge poverty in the current world has raised questions on our economic model? Also question of <sup>for where</sup> development the economy should be structured?

In the ~~current~~ increasingly globalised world, driven by the adoption of free market it is multinational companies (MNCs) <sup>private sector</sup> which form the core of the economy.

MNCs are run primarily to maximise profits. Locating with the development of communication and transportation the manufacturing has become decentralised with sourcing each

per equipment from its cheapest source. Locating industries to developing countries because of their cheap labour, low environmental regulation is one such example.

In the process of maximising profits, they are giving short shrift to the impact they are having on environment - either because of pollution, biodiversity destruction due to excessive usage of resources (example - cutting down tropical forests for timber) ; impact on local population and respect for their human rights - example for this is recent Rana Plaza fire in Bangladesh, which led to death of 124 garment workers ; famous Bhopal gas tragedy of India.

Also the ~~is~~ increasing inequality because of the current economic structure where some MNCs are bigger than GDP of countries while billions live in poverty without access to adequate food, safe drinking water.

This calls us to look at Gandhian idea of distributive justice, trusteeship of stakeholders and self-sustained population.

According to Gandhi, the wealth accumulated by Corporates, landlords is held under the trusteeship of stakeholders like workers part of corporation, consumers of their goods. As a holder of trust, it is their responsibility to use it for their betterment. This can be a important idea in the current context to address the issue of inequality, poverty. Governments today are enforcing Corporate social responsibility on Companies based on this idea of trusteeship.

Also Gandhi says, one should consume & utilise resources only upto what he needs not in excess. It is a valuable lesson to address current unsustainable exploitation of resources resulting in climate change, etc.

Therefore there is need to revisit ideas of Gandhi to create a sustainable, equitable global society.

