

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

**ETHICS, INTEGRITY AND APTITUDE**

Time Allowed: 2 hr.

Max. Marks: 140

Q.	Marks	Instructions to Candidate
1.		<ul style="list-style-type: none"><li>• There are 7 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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1. Invigilator Signature \_\_\_\_\_

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

Name Shilpi Tyagi

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

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

Date 18/11/2015

Signature \_\_\_\_\_

## SECTION A

- Q1. The concept of 'Civil services as a 'Service' instead of 'Power and Authority' encompasses the ideas of effective accountability, citizen centricity and respect for human rights and the dignity of the individual. Discuss. (150 Words) (10 Marks)

Civil services is a vocation which also needs putting of 'heart and soul' into it so as to achieve the goal of social welfare.

The idea of 'Power and Authority' is a vestige of Colonial era where welfare of citizens was not important. Since India inherited the bureaucracy this attitude remained embedded. However, with the changing roles of government, civil services act as a facilitator or enabler. Hence, their attitude of service gains more weight. In order to be effective at 'service', civil services need.

effective accountability which can be reflected in openness, transparency and accountability to the citizens needs. While citizen centric services includes putting citizen at the centre and providing services which may entail providing for citizens charter, providing timely services, grievance redressal and efficient services.

The civil services should do the services while being emotionally alert to their needs and right. Being dedicated to their rights and dignity is reflective of services need to be empathetic and Benevolent.

W

Q2. The politico-administrative regime has generated alienation that has strengthened the "we and they" syndrome between the ruler and the ruled. Illustrate. (150 Words) (10 Marks)

The political independence has not meant independence from the attitudes of colonial era. The 'we and they' syndrome is reflective of 'Mai-Baap' culture deeply rooted in administrative behaviour and conduct. It essentially reflect the Top-down approach of politico-administrative regimes and effective failure to integrate the needs of have-nots (ie poor, underprivileged) with the conduct of administration.

In addition, the lack of education, ignorance of rights has not enabled the citizens to be demanding of their rights and hold accountable the pol-administrative system.

The politico-administrative system has also benefitted only those who are more assertive about their rights. Hence there has been economic disparity among development efforts alienating the haves from have nots.

The failure of politico-admin system to address the deep rooted social defects such as caste, untouchability has prevented integration of the society and hence prevented the development of sense of belonging and in the process created fissures and 'we and they' feeling.

U<sup>1</sup>/<sub>2</sub>

Q3. Without leadership from the top, any attempt to achieve major ethical reforms in an organisation is bound to fail. In the light of this statement, elaborate on the leadership role displayed by Lee Kuan Yew in Singapore. (150 Words) (10 Marks)

Leadership is an essential trait for public services. It provides not only direction to the organisation but also helps it with maintaining standards of work ethic, culture and conduct.

Leadership provides the ethical direction to the organisation. The conduct of leaders is emulated upon and serves as an inspiration. To achieve ethical reforms in an organisation, lead by example serves as a primary conduit to transform it. As subordinates see their leaders behave, it helps in their own conduct and attitude.

Lee Kuan Yew took over  
premiership of Singapore in

1980's

His inspirational

leadership transformed Singapore

from a developing city-state

to one of the fierce tiger

economies of East Asia. His

traits of setting example,

being approachable, convincing

people and maintaining

discipline help Singapore in

attaining a small city

state in realising its potential.

QW  
How  
what steps  
Action  
etc.

2  
Be specific

Q4. Political corruption differs from other type of corruptions because its unethical affects demoralizes the entire fabric of the society, which is doomed in poverty, illiteracy and backwardness. Illustrate.  
(150 Words) (10 Marks)

Politics is a means of attaining political power to work for the welfare of the society. Politician ideally should act as a conduit to enhance people's potential and work toward realising their capacities. However Political power sometimes can be misused for own betterment while society is forgotten. A honest politician needs to carry with him a sense of honesty, accountability, Prudence, selflessness, Openness. In case of lack of these values, the service to people is severely affected. Political corruption may include financial aspect in the form of scams, misappropriation



of funds, and also ideological corruption where one compromises on own ideals to get benefits.

Since politicians are representatives of people... they carry entire weight of people's aspirations, hence any form of corruption only leads to feeling of betrayal of people's aspirations and thus demoralises it.

Since any form of corruption is bound to affect this society either morally or materially, hence it gets doomed to ~~fall~~ remain in darkness.

4 ✓

Q5. It is often said that small bribes in day to day functioning do not make much difference in terms of cost and we should take steps for controlling big corruption. But at times small bribes can have big costs on common citizens' life. Do you agree? Give your arguments with examples. (150 Words) (10 Marks)

Public service is a vocation which needs an individual to put in his 'soul and heart' into work. Since public services are generally not rewarded by monetary salaries, it creates avenues of corruptions as employees feel demotivated to work for low benefits.

However, bribing which represents getting benefits for doing work for what is getting paid for is not only unethical but also smacks of professional hollowness. It is generally said that 'billions of water droplets make an ocean'

Hence it is no excuse that small bribes could be let go off as any sort of

unethical conduct if remains unchecked could reinforce the behaviour and lead to bigger misconduct.

Also small bribing affects life of ordinary citizen much more prominently.

~~For eg: A bribe of 100 Rs if given by a destitute to get his Aadhar card would seriously cause financial distress.~~

4 1/2

Q6. How can the character of an individual be linked with work efficiency? Even with strong character of an individual, work culture of the organization make the people reluctant of taking initiatives. Discuss the steps needed to create an inspiring and innovative work culture. (150 Words) (10 Marks)

Work Culture is a set of values and goal that professionals of an organisation work towards. The working in organisation is co-dependent on workers management relations and environment.

Individual Character dictates the outcome of work as at an individual level, values of dedication, honesty, integrity, Accountability and Leadership directly affects the outcome of work assigned to an individual. If a individual in given an enabling environment to profess his values then it enriches the work. for eg: For an individual showing good leadership skills,

it could be easier to inspire other individuals to get a team work done.

The steps that could be taken to create inspiring and innovative work culture are:-

- a) Bridging management - employees gap, both at professional level and personal levels as close contact help in professional work.
- b) Promoting and sharing of innovative ideas.
- c) Building stress free workplace.
- d) Providing for innovative input sessions of experts so that employees feel inspired.
- e) Building / Bringing into play leisure activities such as games, T.V to help distress individuals.

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for

Q7. "The basis of all systems, social or political, rests upon the goodness of men"- Swami Vivekananda. What does this reference mean to you in the present context of increasing corruption in the system?  
(150 Words) (10 Marks)

All the social and political systems are the outcome of human desire to create institutions for his own welfare. No systems were ever conceived with a malafide intent, however the outcome of work done by it rests on the individuals at the centre of power who determines the outcomes.

In the present context, ~~comp~~ corruption has affected a large section of society with whether it is big ticket scandals or relatively small bribes that citizens pay every day. The system of government and civil services organisation has been oriented towards

the welfare of people, so it  
raises the question as to  
why does corruption occur?

The issues are personal  
morality or as Swami Vivek  
ananda states goodness of men.

In public service, honesty,  
integrity, dedication, selflessness,  
objectivity, accountability are valuable  
needs that determine the  
outcome of systems that are  
to serve the people. Any sort  
of lack in discipline in  
adhering to these values could  
lead to loss to the  
public.

Q8. In order to enter politics and become an effective participant in transforming society, one has to win an election but to win an election he must sully his hands. In this way, his genuinely noble objective is tainted much before he has an opportunity to realize it. Why establishment of ethical framework in politics has become a distinct dream?  
(150 Words) (10 Marks)

Public work demands dedication through heart and soul to the cause of the people. It is vital way of getting to win people's trust to fulfill their aspirations.

In the present framework politics has become a means to attain self good rather than doing good for the people. The loss of ethics in public could be due to

- a) Loss of moral value of political representatives ✓
- b) Criminalisation of politics ✓
- c) Lack of awareness among the people ✓
- d) Low literacy ✓
- e) Low level of political discourse ✓



It is important to establish  
ethical framework in today's  
political discourse, as

- a) It has stopped great  
talented people entering  
politics.
- b) Politics has become a  
sort of oligarchy where people  
feel alienated.
- c) People's needs are ignored  
in the face of emotional issues  
such as caste, class etc.
- d) Promotion of sense of accountability  
on the part of politicians.

4/2  
Put up  
9th begins to explain more  
each points

Q9: 'Citizen Charters act as a proactive approach for establishing good governance.' Critically examine. Suppose you become the head of district transport office. How will you establish a sense of empowerment in the customers to make the government functioning citizen-centric? (150 Words) (10 Marks)

Citizen Charter is a set of principles and actions plans which show the intention of an organisation to act for the services of <sup>the</sup> people. Citizen Charter act as the way to provide for services work where citizens are aware of the capacity of organisation and helps in cultivating the culture of accountability and openness in an organisation.

As a head of transport department, the steps that would be needed to be taken are :-

- a) Open customer's help centres and also provide for single window process clearance.

Don't write  
very general  
Answer

Copy  
an

b) Provide for the lists of duties and actions that can be done by the department and highlight it at the notice boards, social media contact.

c) Promoting citizen interaction with department employees by forming regular sessions where open discussion would take place.

d) Grievance redressal cells which would address the citizens' grievances in a timely manner.

3.5  
~~3.5~~ 3.5  
Have objective  
Reached to  
Transport office. 2

Q10. In today's environment, due to lack of information of Legal Knowledge, day to day common issues become difficult to handle and this soon lead to aggravation of the problem into disaster. Discuss the statement with the context of significance of RTI. (150 Words) (10 Marks)

'Knowledge is power' is a famous saying. Lack of legal knowledge is serious issue as it prevents or delays the citizens from availing their rights eg. <sup>Illiterate</sup> Under trial citizens fail to get bails due to lack of legal knowledge and help.

Right to information is a vital tool to get information for the citizens. As it opens the government to scrutiny and openness in its conduct. In the part, citizens would be unable to find the real reasons for deviation of duties by officials but with RTI, files are made open for scrutiny which helps.

in accountability of wrong actions.  
Thus RTI has helped to  
improve administrative efficiency  
and prevent citizen harassment.

2d

More Dimensions.

Q11. Do you agree that the present process of the State withdrawing from various sectors will improve the probity in the service delivery?  
(150 Words) (10 Marks)

Probity is presence of absolute integrity towards one work. Probity in services is essential as it directly affects the outcomes towards the welfare of citizens.

In the present era, States are generally withdrawing from various sectors citing <sup>due to withdrawal</sup> improvements as a reason for it. However it can be said that there have been many successful initiatives such as "Choo to asme" by Chhattisgarh Government in Naxalite affected areas. Therefore linking the presence of government to the probity of service delivery would be a far fetched idea.

as it would only dampen the  
spirits of people working for the  
welfare of citizens.

The essential elements which  
could be promoted so as  
to improve probity in the  
service delivery ~~is~~ are.

Openness, Dedication, Accountability,  
Impartial attitude, Citizen centric  
work, citizen participation.

The given values are needed  
to be present in any organisation  
whether public or private.

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Shilpi

Shaw  
Analysis

Shaw  
better

SECTION B

Q12. Once you have visited a hospital to see your relative, there you found that a case of acid victim came but the hospital administration was busy in fulfilling formalities instead of treating the victim. Once you have read in newspaper that hospital is bound to treat such cases as emergency according to government rules, so you persuaded the staff to take the case instantly and fulfil the formalities later on.

You got very disheartened by the situation and found that even due to presence of rules, guidelines and regulations people are not aware about their rights. What steps can you take at your end to increase the awareness about different rules, guidelines and norms prescribed by government to the hospitals? (250 Words) (20 Marks)

The given scenario presents the case related to work ethic and work culture. It also deals with ignorance of people with respect to awareness regarding their rights and on part of service providers regarding their responsibility and ethical duties.

Rules and regulations serve as a measure or guidelines for service providers / organisations to go about their duties. They specify conduct regarding performing their duties so that the professional conduct is not violated. However they do not specify or



dwell upon specific ethical issues that come up while performing their duties.

In the given case, a <sup>acid</sup> burns victim needs adequate care immediately.

It needs ethical conduct on the part of health care providers to immediately without waiting for rules and regulations to be adhered to, which has changed

in this case. The hospital authorities insistence on fulfilling formalities either their lack of respect for new rules or their ignorance of changed scenario. Either ways it shows ethical dereliction of duty which is attached to

healthcare - noble profession. It also shows lack of awareness among the victim's family regarding changed scenario which makes it difficult to realise their services efficiently.

Wrong approach

The steps that need to be taken with regards to increasing awareness ~~are~~ at my initiative are

- a) Convince hospital authorities to retrain staff and increase awareness regarding the changed rules and regulations.
- b) ~~Post~~ Post posters and distribute pamphlets at the hospital premises and particularly so at casualty room so that people who need immediate help are made aware.
- c) Create awareness regarding rules and regulations through social media.
- d) Request hospital staff to open enquiry room so that patients queries regarding formalities are addressed.

Think for effective  
of this

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Ref. H/W

Q13. It is usually treated that education plays a very important role in life. We are incomplete without a good education because education makes us right thinker and correct decision maker. Education is the solution of any problem, it is only education which promotes good habits, values and awareness towards anything like terrorism, corruption and much more. Then why the cases of domestic violence or assault of domestic maid or child sexual abuse, etc. are heard in higher society? What are the faults in the present education system which has made person professionally sound but personally unsound and decreased their humanity? (250 Words) (20 Marks)

Education is the means by which an individual opens up to the society and see things with rationality, wisdom, values and ethics. By education, it simply doesn't mean that of formal school education, it also means education in family (which incidentally is called as child's first school) and also the social and religious norms. All these help for an attitude of an individual which determines his behaviour or actions.

An individual learns and imbibes his values from various avenues. Hence if a child learns about girl child being treated equally but sees at his own

home sister getting discriminated against then it creates a gap between theory and practicality. Its easy to imbibe things by what one sees and hence promoting moral actions is more important since it will create a wider impact on the society.

In respect the higher class in society the various issues of immoral conduct such as domestic violence and child abuse are quite common. One reason that could be attributed to it is 'unidimensional' focus on life in present era where economic well being gets to define richness of life and moral and ethical values carry less weightage. It is a symbol of moral void in the social conduct. Other factors include lack of assertion of rights, ignorance

no fear of law and also societal sanctions to certain prejudices of girl child considered as a burden.

The present education system has also been trapped in creating mechanical human beings where putting soul into ones actions is not imparted in learning. Values and Moral education is simply confined to book and students are not taught essence of good conduct. At the same time promoting rote learning and competition to get higher grades has reduced the education system to institutions of bookish knowledge.

There is a need to give equal weightage to promoting ethical studies and conduct among students as they are supposed to be the most impressionable minds.

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Q14. Indian history has seen some extraordinary reformers who not only established the very foundation of modern India but also made an impact on the world with their philosophy and great work for the society. During the period of Indian Renaissance many social reformers as Raja Ram Mohan Roy, Ishwar Chandra Vidyasagar, etc. has initiated steps for improving the social rigidness. If you were given the chance of creating awareness in the society against the prejudices and norms prevailing, what steps will you take to improve the situation of women in India? (avoid politico-economic angle and discuss any two-three issues only). (250 Words) (20 Marks)

The work done by social reformers in the past two centuries reflect on their conviction regarding their ideas that helped them pursue social reform initiatives against all odds. It also shows their dedication, confidence, prudence, courage, self belief and integrity towards their work.

Social reformers worked towards emancipation of women, lower castes, issues like child marriage, feticide etc. All these issues which reflect basic points of equality, right to life, humanity, were addressed by the social reformers which shows

the strength of ethical principles that they possessed. Some of the steps that they had taken to change the rigidity in society included, leading by example, doing things against prevalent social norms, created awareness using new media - newspapers (in 19<sup>th</sup> century) etc.

In the present era, women face discrimination right from birth to childhood to old age. It presents a contrast in society which worships Mother goddess but discriminates against its own daughter and mothers.

The primary issues that are there are, prevalent social norms, perception that women are weak.

Some of the issues that I would like to address are:

(1) Domestic violence. : Women often face

domestic violence but remain silent in the light of weak economic condition or dependency. Some initiatives like forming peer group and 'ring the bell' campaign could help in controlling abusers and have confidence built in women.

(2) Old aged / widows: Old women who lack security are usually driven out of their homes to find for themselves. eg Hindawan. Certain initiatives like linking NGOs to their social security, attaining their rights from children would help in getting them life of dignity and self respect.

(3) Sexual harassment: Sexual harassment in various forms is a regular feature at work place. Creating awareness regarding the same by social, audio-visual media and holding regular meeting could help quell this evil. Also providing victims the confidence to speak up is also needed.



Q15. You are a D.M of a small town in West Bengal. Once you have visited a village and found that it have an alarmingly low level of academic achievement in spite of the Government's best efforts to ensure universal primary education and substantial budgetary allocation year after year. After talking to the local people you have realised that the teachers come for just few days in a month, most of the time school is closed. Thereafter, you have conducted a meeting of all the staff from various departments top to bottom and teachers. After talking to them, you have realised that no amount of laws and rules, and threats of punishment can compel the experts and professionals to give their best in promoting good governance. A teacher, a physician, a surgeon, an engineer, an accountant or a lawyer, when serving under the public authority may be controlled by law, rules and regulations, but their best professional contributions can never be ensured unless their own ethical preparation induces them to do so.

What steps would you initiate to bring a sense of accountability at Individual Level? (250 Words) (20 Marks)

The given case highlights the lack of work ethic among the school teachers. In addition to lack of professional values there is also a weakness in moral responsibility towards society they carry as professionals.

Rules and regulations are only useful so far as they are acceptable / enforceable. In Public services, thinking job as just another vocation may simply be not enough. It requires putting heart and soul in addition to

ability to face hardships. If the personnel involved in services are demotivated then it simply cannot be expected to perform its duties diligently with efficiency and dedicatedly. The reasons for demotivation could be varied but addressing them becomes vital to get the best out of them. In addition role of leadership cannot be discounted.

In the professions such as teacher, physician, surgeon, lawyer, engineer, contribution towards the society is immense but performing their duties need professional and personal ethics, absence of either of them could lead to disturbance in efficacy of individual professionals. Ethical conduct ensures a professional to excel and do his best at professional level, as it guides her

towards doing what necessary needed to be done for efficiency.

eg: A physician would need to have ethics to not put patient through several rounds of test if one could be sufficient.

The steps that could be taken to promote efficacy at individual level are:-

a) Asking for regular group meetings to assess individuals' ~~is~~ disgruntlement, problems and try to address them.

b) Help of professional's to motivate staff to be more active in

work eg: Pratyaya Anrit (IHS) experiment to motivate road building contractors in Bihar which improved outcomes.

c) Peer review groups to assess progress at the individual level.

d) Rewards and ~~also~~ recognition for good performers.

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Q16. There is an anomaly in the society. People when travel in local trains do not follow the rules related to hygiene and sanitation but when the same people travel in Metro they follow all the rules. Similarly, when people roam in local markets their behaviour is different as comparison to that in Shopping Malls. Are the stringent laws and penalties in the Metro and Shopping Malls bring a change in their behaviour or the peer pressure? Is the peer pressure can be used to bring a change in organisational system and reduction of corruption in the system?  
(250 Words) (20 Marks)

The given case of behaviour is reflective of attitudes that people carry regarding various places. It also reflects on the peer pressure effect on individual

behaviour.

The dichotomy of behaviour with respect to public and private place (such as shopping malls) is reflective of differing perception of these two places. It is generally perceived that one can do what one wants, rules are not strictly enforced and one can get away with bad behaviour at public places such as railway station or

a local market. While the perception regarding the private places is opposite. It is also related to the way peers behave and get away with it. And finally it reflects on lack of enforceability of rules on part of authorities and lack of respect for rules on the part of citizens.

The strictest laws cannot alone bring out change in behaviour and neither can peer pressure alone. It is the attitude of individuals and community that drives their behaviour. ~~Rules and peer pressure~~ can only serve as a driving force to enforce the collective ~~attitude~~ ~~attitude~~ either legally through rules or morally through peers.

Corruption is a social evil driven by greed. The

chief driver of corruption is dis-satisfaction with present scenario and wanting to get more. Corruption needs to be addressed on several fronts, (a) Discourage before it happens (b) Exemplary and speedy punishment of wrong doers (c)

Exert moral pressure on society to purge tendency to corruption.

'Peer pressure' in an organisation can be a vital tool to address and purge corruption. It would help keep a watch on others wrong doings and keep effective checks. However for it to work, one needs to address the causes of worker's unhappiness and tendency to act immorally which may range from poor salary, poor work culture, demotivation etc.

Q17. You are a Tribal officer of Jharkhand. Once you visited a tribal region. You noticed that poverty, hunger, malnutrition and impoverishment have been the perennial problems for them. With your team efforts you initiated a development drive there by providing subsidised foods, primary education and health facilities.

But you were shocked to see that they had rejected these subsidies and asked for livelihood amenities to live a respected life, not on charity.

(a) What would be your reaction to the above situation?

(b) What steps would you initiate to improve their livelihoods?  
(250 Words) (20 Marks)

"Give a man a fish and he will eat for one day, Teach a man to fish and he will eat for entire life"

The above saying fits perfectly in the given scenario where development needs of the people are assessed by themselves. Despite facing hardships they understand the issues that affect them and what could be the possible solutions for them.

a) Being a tribal officer, responsible for the welfare of the tribes it would be important for me to respect their sentiments.

as also to assess their demands to seek livelihood options. In the given case it would be ideal to convince tribals to address the issues which affect them immediately and turn to other aspects later on. I as a part of a team would convince tribals to let administration work towards hunger, malnutrition etc so that children, women and old are not severely affected. In addition I would like to convince them that working ability is an outcome of individuals health.

I would also discuss the livelihood options that administration could help develop such a building ponds, <sup>under MNRGA</sup> shops, forming self help groups for small business or imparting skills etc



This would help tribes understand the seriousness of administration in addressing their ~~re~~ need.

The specific steps that could be taken includes:-

- a) Building infra for local needs such as ponds - fisheries, agriculture needs.
- b) Linking NGO's to impart skill for opening small business such as masonry, wood works,
- c) Leveraging traditional knowledge of tribal art with modern amenities like cloth painting, textile painting, tribal arts.
- d) Linking traditional occupations of tribes such as honey collection, tamarind, mahua collection to local markets so they fair price is allocated to tribals. In addition enforcing minimum support price mechanism could also be helped.

write more objectively

7

Q18. Just as an organization needs the right talent to drive its business objectives, people need the right environment to grow and achieve their career goals. In the present MNC culture office environment is informal, and there is no apparent hierarchy between managers and their subordinates. Employees are treated as equals and independent views are welcomed. Is this work culture can be implemented in Government organisations? What is the significance of this work culture in improving the efficiency, economy and effectiveness of an organisation? (250 Words) (20 Marks)

Work culture is the common values and goals that employees follow to do their work effectively and efficiently.

In the present era MNC work culture is reflective of the effort on their part to bring together managers and subordinates so that team works more efficiently and unitedly. The hierarchical structure of work usually breeds gaps, disquietment among subordinates. It ignores the emotional aspect of employees which usually affects their working. The new work culture promotes emotional bonding between manager and

subordinates and helps to address the cause of effectiveness of team work.

The given work culture needs to be applied in government functioning because there is large gap between managers and subordinates here due to

- ① feudal mindset
- ② Differing incentives
- ③ Demotivation
- ④ lack of sense of belonging to the goal.

However there are challenges with respect to application such as

- ① Resistance
- ② Bureaucratic attitude
- ③ Sense of one-upmanship
- ④ Disgruntlement
- ⑤ Conflict

The given work culture may ✓ improve the effectiveness of an organisation as:

a) It reduces gap between seniors and juniors hence helps in seamless communication.

b) It helps seniors identify potential conflicts, problems and address them.

c) It increases the sense of belonging to the work place and hence enhances dedication.

d) It improves economic efficiency as it reduces communication gap and hence increases

decision-making. Also it helps in reducing the office space as seniors-subordinates need to work at same place without cabins.