

**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 18 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 Ratan Kumar Jha

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Date 29/9/2012Signature Ratan Jha

1. Invigilator Signature \_\_\_\_\_

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

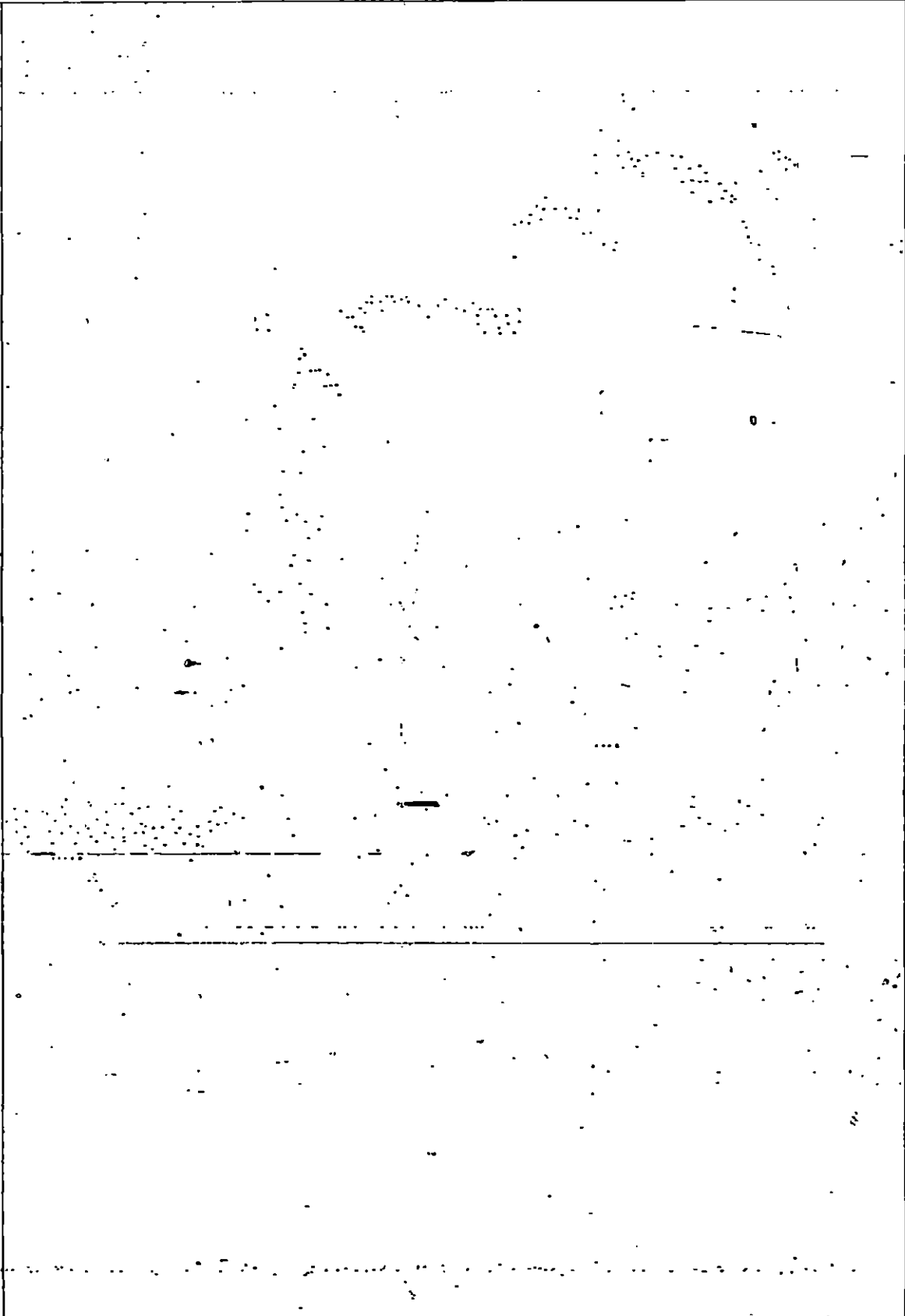
## SECTION - A

Q1. Why it is, sometimes believed that feelings are better guide to action than reasons?  
Critically analyze. (150 Words) (10 Marks)

feeling are sometimes

Remarks

**GIS SCORE**



*Remarks*

Q2. Answer the following questions based on the virtue ethics:

- (a) What is virtue ethics? Can knowledge be equated with virtue?
  - (b) If evil or bad actions are the result of ignorance according to the virtue ethics, then why educated people get indulge in White Collar Crimes?
  - (c) Give the argument supporting self-control as a master virtue? How the failed-control is evident in the 'social sin'?
- (150 Words) (10 Marks)

(a) Virtue ethics is about character.  
 Virtues are good traits of person.  
 Virtue ethics talk about developing good character.  
 Knowledge can not be equated with virtue.  
 Knowledge may result in abuse of knowledge. example corruption by public servants.  
 Virtue can be acquired through knowledge, it requires inculcation of good habits.

(b) Character is primary committed to virtues for morality.

(c) 12

Remarks

(b) Educated people get Indulge  
 in white collar crimes  
 because they do not inculcate  
virtues. virtues does not come

(1) ~~Just by knowing them but requires~~  
~~persistent~~ effort to inculcate them.

(c) Self-control enables one  
 to avoid sins and vices.

It comes from one's inner  
consciousness and doesn't  
 require any outside  
authority.

failed controlled is evident in  
 the form of corruption in public  
office, crime against women  
 and children, evasion of taxes  
 and black money etc.

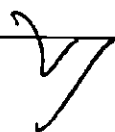
Remarks

Q3. The best leaders don't act with a sense of superiority; they act with a sense of empathy. Explain and answer the following questions:

- (a) Does emotional attitude such as a sense of empathy in leadership and management act as obstacle to professionalism, teamwork, partnerships, and collaboration.
- (b) Explain the statement- "To perceive is to suffer." (150 Words) (10 Marks)

(a) No, they don't act as obstacle rather than emotional intelligence bring professionalism, teamwork, partnership and collaboration by having empathy for each other. A emotionally intelligent - leader rally all his/her colleagues into his/her vision. He/she develops better work culture, and avoids discrimination at work place.

Remarks



(b) This means that perceiving resulting in suffering. Emotional

Good  
But very  
complex  
have things  
simple &  
struggle

intelligence requires perceiving  
one's own emotions as well  
as emotions of others. perceiving.

may result in dilemma which  
can bring some suffering.

However in longer term perceiving  
results in better result and

in better managing one's own  
emotion as well as emotions  
of others.

Remarks

Q4. "Let the beauty of what you love be what you do because that is the only way to do a great work." Explain and answer the following question: Why loving one's job is essential for our entire society and for our overall well being? Elaborate with example. Will the EI training help in inculcating this attitude? (150 Words) (10 Marks)

This means one should do what one loves and by doing this one can do a great work.

loving job is essential for society because it will result in full commitment and dedication of one towards a job, which will bring better results for society.

It is important for oneself because, it leads to self-satisfaction and a balanced work life.

Remarks



e.g. Kailash Satyarthi and his love for children resulted in life long work of ~~the~~ saving children from child labour.

EQ intelligence helps in this.

It helps in avoiding ~~between~~

Conflict between what one

loves and what one is

doing. Emotional intelligence

helps in avoiding love for one's

job by understanding deeper

values of one's job.

4

Remarks

Q5. "If you concentrate on what you have, you'll always have more. If you concentrate on what you don't have, you'll never have enough". Discuss this with respect to the Attitude of gratitude. How this sense of attitude is relevant with respect to the working of the civil servant?  
(150 Words) (10 Marks)

This is about having self-  
contentment in ~~our~~ one's  
achievement and physical  
accessories of life. Attitude  
of gratitude helps to  
pay respect to others  
for what one has. This  
attitude avoids greediness and  
envy.

Relevance to working of  
civil servants

① This helps in having satisfaction  
in one's job

Remarks

② This helps in avoiding greediness and not to misuse one's power and privileges.

③ This helps in upholding national interest over personal interest.

④ This helps in inculcating empathy for weaker section.

⑤ gratitude helps in respecting rights and diversity.

Remarks

Q6. What do you mean by trustworthiness? How- EI can generate trustworthiness in oneself and that of others in you? (150 Words) (10 Marks)

Concept of being trusted

Trustworthiness means "having confidence of people in a particular person. It is also about self confidence of a particular person.

EI generating trustworthiness in oneself -

① Emotional intelligence helps in stickling to one's values and principles despite

adversity, which generates Self confidence

② emotional intelligence helps in handling failures and set backs. This generate trustworthiness

Remarks

EI generating often frustration

~~is~~

(i) Emotionally intelligent people

are not only honest, but

they appear to honest

that generate frustration

(2) EI helps in managing

relations which help in

achieving positive relation

and frustration.

Remarks

Q7. Explain the following quotations with respect to the application of EI in civil-services:

- (a) "If you do not understand yourself, you do not understand anybody else".  
 (b) Success is not the result of spontaneous combustion. You must set yourself on fire.  
 (150 Words) (10 Marks)

(a) This means if one doesn't  
 know one's own emotions,  
strength, weaknesses, he/she can't  
 know others' emotions.

Emotionally intelligent civil servants  
 need to be aware of one's  
 own emotions as well as emotions  
 of others to motivate oneself  
 and manage relations.

(b) This quote means success  
 comes by putting oneself in  
 fire like situation and enduring  
 pain caused by such situations.

Remarks

A emotionally intelligent & civil  
servant will not be moved  
by pain in a particular task.

① He will endure pain. He  
will endure pain for greater  
of nation.

Do not  
 explain task  
 offensively

Remarks

Q8. "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)

~~Reacting means taking steps to~~

Reaction can be negative but responds are positives. for example, during recent crisis in BHU, vice Chancellor is reacting and blaming to outside forces. This act of his is reactionary.

But had he ~~was~~ tried to address crisis at initial stage with addressing the grievances of students. That

Remarks

2



act could have been an act of  
responsibility.

(b) Confusion and dilemmas help  
understand a situation better.

They help in avoiding negative  
effectives or minimizing them

(c)

while taking a decision

during a situation. e.g.

Dilemmas during communal

rights, Dilemmas during

handling of left wing extremism.

Remarks

Q9. As administrators we cannot fight but only negotiate in the world of highly self centered, deceitful and cunning foxes and crocodiles i.e. different interest groups. Do you agree? What needs to be a good negotiator? What are the limitations of negotiating rather than governing?  
(150 Words) (10 Marks)

Administrators have to negotiate with various interest groups to reconcile interests of various groups and avoid conflicts. one example can be interest of mining company and tribals in tribal natural resource rich areas.

A good negotiator

① He/she should be emotionally intelligent

② emotionally intelligent negotiator will bring win-win model of negotiation

③ empathy → to empathise with concerns

④ High level of value and ethics

Remarks

limitations of negotiating -

- (i) parties at negotiation may not be satisfied.
  - (2) ~~Negotiation~~ may result in delayed and tardy decision making.
- 2/

Remarks

Q10. How does emotional balance help civil servants in taking value judgments and administrative decisions? Discuss with the help of examples. (150 Words) (10 Marks)

Emotional intelligence is about knowing one's own emotions as well as emotions of others to motivate oneself as well as manage ourselves and our relationship.

role in value judgments and administrative decisions -

① value judgments - ① empathy for

- weaker sections and marginalized.

e.g. Evacuation of slum on

public land during winter season.

A emotionally intelligent civil servant

will make some arrangement for

slum dwellers before evacuation.

If proper arrangement is not done

Remarks

a great hardship can come to them.

- ② emotional intelligence keep ~~one set~~ civil servants committed to their values and principles despite hardships. e.g. taking action ~~action~~ against liquor mafia despite political pressure.

Administrative decisions -

① emotional intelligence helps in having holistic view before taking decision.

② - It also helps in assessing long term impact.

③ It helps in negotiating a win-win model.

④ It helps in improving work culture.

e.g. negotiation between two countries, India and Pakistan, land acquisition etc.

Remarks

Q11. Given below are the two quotations of moral thinkers/philosophers. What they mean to you and why they are still relevant?

- (a) 'Those who do ill shall suffer more if they are not caught than those that are'. (Boethius)
  - (b) 'The king should surrender his individuality in the interest of his duty'. (Kautilya)
- (150 Words) (10 Marks)

Punishment of  
crime

This means that those who are not caught will do ill again and again and so they shall suffer more. But those who are caught they will be punished and will be reformed.

1/2

Relevance

(1) Relevance related to those who are committing ill

but if ill evading punishment due to political and criminal needs

(2) relevance related to tax evasion repeatedly

Remarks

(b) This quote means the king should surrender his individual interest before public interest.

As Kautilya said that the happiness of king should lie

in happiness of state, The king should sacrifice his personal happiness

### Relevance

(1) political leaders and ministers to sacrifice personal interest before public interest.

(2) Civil servants to sacrifice for public interest

(3) It will avoid collusive corruption

(4) will lead to welfare of people.

Remarks

Q12. Explain the following attributes with respect to the civil services:

- (a) : Determination
- (b) Humility
- (c) Objectivity
- (d) Persistence

(250 Words) (20 Marks)

Determination means being fully committed to a task and pursue that in spite of roadblocks.

It is very important attribute of civil servants. Civil servants have to face various roadblocks in their job and tasks. A determined civil servant will not be moved by challenges. He will not be escaped.

e.g. Determination to eliminate menace of illegal mining despite threats to life, this

Remarks

12



was shown by a woman lady officer in Madhya Pradesh.

(b) Humility → Humility is about being rooted to ground and having understanding that whatever one has, <sup>could</sup> have been possible by the efforts of many. Humility makes one more responsible and accountable.

(2) This attribute is equally very important for civil servants.

Humility brings a responsibility to a position held by civil servants. It prevents misuse of power and privileges by civil servants. Humility also make civil servants empathetic to

Remarks

marginal section of society.

(c) Objectivity - Objectivity is about taking decision based on facts of case and their merits. It prevents emotions,

prejudices and personal opinion in influencing decision making.

Civil servants should be objective,

they have to take various decisions about public interest.

Objective helps them to avoid

his own personal opinion and

appear as honest civil servant.

one example - A civil servant

belonging to majority community

has to be very objective during

Remarks

handling of communal violence case.

(d) persistence → persistence is about pursuing a thing or cause despite failures in pursuing it. It needs consistent effort.

A civil servant should have persistence as one attribute.

persistence will help him/her

~~to not get demotivated~~ by initial

failures and road blocks. It

helps in making further improvement

to achieve task.

eg. persistent effort to fight against manual scavenging;

Remarks

1/2

## SECTION - B

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

Q13. You are a head of Water Supply Board of a district town and in-charge of supplying drinking water to the people. You had a detailed consultation with people regarding a Citizen Charter for water supply services. Based on the requirement and expectations of people, you had a discussion with your subordinates who were little reluctant about the Charter but seeing your positive attitude they ultimately agreed. You committed some hurry in implementation of the Charter and notice the following problems:

1. The quantum of water promised could not be ensured.
2. The quality of water did not improve.
3. One of your key functionaries went on a long leave and you did not get his replacement.
4. The entire blame on the failure of the Charter came on you.

Ponder over the situation and answer the following questions:

- (a) What were the reasons of failure of the Citizen Charter?
- (b) What should have been ideal course of action and why?
- (c) Draw a Citizen's Charter for this case. (250 Words) (20 Marks)

This case is related to failure of  
water supply board to fulfil commitment  
made under citizen's charter.

Stakeholders

- ① Head of board
- ② entire organisation
- ③ people
- ④ key functionary on leave

(a) Reasons for failure of citizen's charters  
in this case are

Remarks

(i) Initial reluctance of subordinates, due to this subordinates though agreed, could not have fully dedicated to the task

(2) Hurry in implementation of charter -  
Due to hurry, reorganization and training of personnels of departments could not happened.

(3) Capacity of Board has been unestimated and higher quantum was promised

(4) Adequate technical arrangement was not made for improving quality of water

(5) Key functionaries have been given leave

(b) Course of Action

Supply board should increase capacity to meet quantum of water promised. At the same time

Remarks

require longer investment and time,  
arrangement can be from other  
organisation and states for meeting  
supplies.

- Investment should be made to improve  
 quality of water processing and  
 filtering capacity should be strengthening.  
 proper lab testing should be done
- key functionaries should be called  
back
- head of department should hold  
meeting with all employees and  
should encourage and motivate them  
 to meet target

Citizen Charter

The organization will provide  
 30 litres of water to every  
 family

3  
 1. In part  
 demands  
 more  
 of  
 a  
 Charter

Remarks

→ key members to be contacted  
for any problem are - Mr X - 954 ---  
Mr Y - 9643 ---

- A mechanism for ~~cit~~ citizens  
feedback to be created

- Evaluation of citizens charter  
to be done by third  
party mechanism

- Continuous improvement by strengthening  
Capacity

Citizens Charters require proper  
estimation of strength of  
organization. That should be  
done and organization overhaul  
can be done for success  
of charter.

8

Remarks

Q14. You are a civil servant and posted at a place with multi-cultural and multi-identity population with one dominant majority group and a big minority group. There arose a dispute on setting up statues of their respective icons in the area, cross claiming the same space. Any casual or delay will cost huge as past history indicates of big conflicts. Election is round the corner so different interest groups are eyeing to reap the benefits and has tensed the environment. Answer the following questions:

- (a) What preventive steps would you take to stop flaring up of a brewing dispute?
- (b) If the dispute flares up and turns violent, what would be your quick measures to contain it?
- (c) How do you react when failure to pre-empt and contain such a situation leads to your suspension? (250 Words) (20 Marks)

This case is about communal issue and related vested interest

Stake holders -

Dominant majority community

big minority community

civil servant

interest groups

(a) As place has past history of big conflicts

preventive steps -

① Both communities should be brought to peace talk by civil servant

② civil servant can check facts

Remarks



related to claim to place,  
which can help in resolving conflicting  
claims

(3) Appeal to people to remain calm  
and peaceful and not take  
law and order in hand.

(4) calling for extra forces such  
as Rapid Action force and  
deploying them.

(5) If matter doesn't get solved  
through talk, then communities  
should be advised to go to court

(6) Sec 144 can be imposed to prevent  
vested groups to come to  
conflicted place.

(b) quick measures to contain—

(i) deploying of extra forces

(2) identification of people.

Remarks

Who are instigating the dispute and arresting them.

(3) appeal to community to social media and electronic media to be peaceful and calm.

(4) countering rumours on social media

(5) reply of religious leaders from both communities to advocate for peace

(6) failure to prevent and contain the situation ceru certainly demand accountability and that ceru be suspension of civil servant.

civil servant should -

(i) should, ~~to~~ introspect about failure -

(2) should learn for future

(3) should honestly accept failure to contain

Remarks

8

Q15. A region has been affected by the flood. It has impacted huge population and led to their displacement. Majority of them have no food and shelter. You are an officer in charge for relief and rescue operations in a flood hit area where a big section of youth, not having trust in the state agencies have agitated against the latter demanding secession. However, while carrying out relief and rescue operations, you find out that a select group of youth turns hostile, resorts to stone pelting against the soldiers and also using some violent methods. It disrupts relief operation. Force present on the occasion also retaliates and a few youth got injured in this incident. This further aggravates the situation. One powerful minister suspends two of your team members. Whole team is de-motivated. What options do you have to handle the situation?

(250 Words) (20 Marks)

This case is about problems faced during rescue operation in area where there is separatist demand, retaliation and suspension of some security forces which led to de-motivation.

Options available are -

① Motivation of team member -

Team members should be motivated first to carry out rescue operation.

They should be appealed to their

inner voice to do self-less

service. Team members should

also be made aware that

if they don't do proper

work it will lead to

Remarks

Handship for people of affected areas.

② Officer should also talk to minister and should make genuine representation about situation that led to retaliation ~~of~~ by security forces.

Minister should also be requested to revoke suspension.

③ appeal to community and youth to cooperate with rescue and relief operation.

④ ~~at~~ arresting youths for few days who are involved in stone pelting.

⑤ Human rights sensitization of security forces so that

Remarks.

they will not resort to severe  
form of retaliation.

As youths are dismantled, long term  
solution should be engagement  
with youths and addressing  
their grievances and bringing  
them under mainstream society. P2

Remarks

Q16. You are a doctor in a government hospital. One of your lady friends got married in very rich and influential family. However, with passage of time you came to know that the family is very conservative as she visited you to seek your help in determining sex of the child at fetus stage. As her in-laws want a boy child to act as inheritor of the family. They have also ordered to abort the child if it is girl. Later her in-laws insisted hard and connected the doctor with the health minister on mobile phone. The minister said the doctor to help them in all possible manners without saying anything about the issue at hand. Thus reporting about the issue to police is waste.

Answer the following questions:

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

Stakeholders are

- ↳ doctor
- lady friend
- in-laws
- leader
- society at large

① Ethical dilemmas are

① dilemma between doctor's  
Hippocratic pledge and political  
pressure

② dilemma between honesty,  
integrity, professional ethics  
vs loyalty to a friend

Remarks

~~(a)~~

(3) dilemma between reporting to police  
and political backlash

(b) No, determination of sex is  
illegal act, it goes against  
professional ethics and human  
values like empathy, compassion  
for child

(c) No, doctors should not always  
obey health minister, unreasonable  
unethical order against the public  
interest should not be obeyed.

Doctor should stand firm in  
such cases; Doctors may demand  
written order, which a minister  
hesitate to make for unethical  
things.

Remarks

(d) steps to taken -

~~(1) Refuse to do sex~~

(1) Talk to in-laws of friend and persuade them to not go for sex selection as it is illegal and may result in punishment. In-laws should also be sensitized on gender issue.

(2) Talk to minister and express inability to carry out sex-determination, and also remind him of his responsibility as health minister for protecting girl child.

(3) encourage friend to stand firm against sex-selection and dictates of in-laws.

(4) If still doctor is asked to do this, he not should refuse it and report the case to police and media also.

Remarks



Q17. An officer of middle level marketing and sales management of a public sector oil company has received frequent complaint about adulteration of diesel and petrol by some retailers of the area-under his jurisdiction despite his warnings in the past against such wrongdoing. Subsequently one day, he goes for an inspection of one such retailer who is known for his political connections as well as local bullies. While trying to carry out his official duty, he was first prevented from entering into the premises of the retailer and when he insisted he was allowed to enter. He was offered bribe for not carrying out his duty but he declined. Undeterred, he insisted that as the marketing officer he should be allowed to carry out his duties in public interest and in the interest of the government firm which he represents. The musclemen of the retailer started abusing and roughing him up when he tried to inspect the facilities to ascertain adulteration. A brawl ensued. He was badly beaten up and fatally wounded. He lost his life while being taken to the hospital.

Answer the following questions:

- Was the officer carrying the inspection at fault?
- Despite his noble intention and dutifulness of the highest order, do you think that the officer handled the case immaturely? Why?
- Had you been in his place, how would have you proceeded to carry out your duty?
- What could be the solution for such problems of adulteration on a lasting basis?

(250 Words) (20 Marks)

This case is about upholding public interest even at personal cost.

(a) Officer was ~~doing~~ his duty. He was not at fault,  He was doing his duty to uphold public interest and interest of government firm. He was acting as per his conscience.

Remarks

(b) Despite noble intention and dutifulness of highest order, there was immaturity in handling the case. He was prevented from entering the premises and also he was offered bribe, so he should have reported the matter to police and should have sought their help. Help of police could have saved his life.

(c) I would have

(i) sought the help of police

in carrying out ~~real~~ inspection.

(ii) I would have also reported the police about bribe offered to me.

Remarks

(3) I would have collected the evidence of use of forces in preventing me to enter premise and also of bribe offering through some pictures or recording.

(d) long term solution of adulteration

(i) strong law should be brought as deterrent against adulteration.

(ii) sensor of chips should be developed for detection of adulteration so that common people can also check.

(iii) awareness generation among people ~~to eat~~ about adulteration and to metce them to not tolerate adulteration.

(iv) Grievance redressal mechanism

Remarks

Q18: The Civil Services Exam is one of the toughest and the longest exam system in the country. With the limited number of attempts and nearly five to six lakh applicants appearing each year, of which only 1,000 or less get selected, there is a huge pressure on the candidates to crack the exam and it may lead to the bouts of depression, anxiety and mental stress. Civil Services candidate faces many issues during the course of the preparation. Many candidates leave their homes and move to metro cities for coaching and preparation. They take up accommodation that gives them little comfort. Most of the aspirants do not know how to cook, and some in order to save time eat at the roadside stalls or depend on "Dubbawalas." Having improper food and uncomfortable living, many aspirants end up having health issues. Besides, the coaching institutes in order to produce good results put pressure on the candidates to increase the hours of studies. Loss of sleep impacts the body and the aspirants get totally exhausted. Overall level of stress is very high. For an exam like UPSC, where there is cut-throat competition, the only goal of aspirants is to somehow clear the exam and they ignore the insurmountable pressure on them. You are also one among them. After repeated attempts you failed to qualify this exam and you are in stress as you have lost most valuable time where you could have easily opted for alternate career. One of your best friends has met the same fate and he is in depression. His mother calls you and asks you to take care of her only child. She requests you to motivate him to something big in life, one examination does not make or break everything in life. In the given scenario, how will you motivate yourself and your friend? And, how will you cope with your stress? (250 Words) (20 Marks)

This case is about anxiety and depression during civil service exam and failure and demotivation.

Steps to motivate self and friend

- ① Reading about autobiography of ~~great~~ leaders like Gandhi and also about people who have overcome failures such as Yajraj Singh fight against

Remarks

Cancer,

② Gandhiji's talisman → reading  
gandhi Talisman to motivate self  
and also motivate friend by  
talking with him about message of  
Talisman

③ listening to motivational  
speech along with friend  
speech of Dr. Kalam can  
be very useful. speech of  
Bill gates start jobs can also  
be very useful.....

④ visiting to places where poor  
and deprived live. This will  
help to realize that if poor  
and deprived can live happy  
life, then why not we!

Remarks

## Steps to cope with stress

- (1) arrange for cook and having meal prepared by cook
- (2) Taking of healthy foods like fruits.
- (3) Taking proper sleep of 6-7 hours a day.
- (4) ~~Following a disciplined lifestyle~~
- (5) ~~Doing exercise regularly~~
- (6) ~~Doing of yoga and meditation.~~

See hints  
for memory

Re

One exam does not make and break life. This world is boundless and one can harness his potential in other areas also.

Remarks