


**ETHICS, INTEGRITY AND APTITUDE**

Time Allowed: 3 hrs.

Max. Marks: 250

Q.	Marks	Instructions to Candidate
1.		<ul style="list-style-type: none"><li>• There are 19 questions.</li><li>• All questions are compulsory</li><li>• The number of marks carried by a question/part is indicated against it.</li><li>• Content of the answer is more important than its length.</li><li>• Answers must be written in the space provided.</li></ul> <p>Any page or portion of the page left blank in the Question-Answer Booklet must be clearly struck off.</p> 
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1. Invigilator Signature

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Name Dheeraj Agrawal

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

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

Date 6 Aug, 2017Signature [Signature]

## SECTION - A

Q1. 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."

(75 Words Each) (5×2=10 Marks)

(A) Empathy is one of the foundational values of any societal relationships. Being emotional in your dealings helps the one to better comprehend the demands/requirements/expectations of others.

Too much emotional attitude can act as obstacles in collaboration / professionalism - as -

(a) Using the profits of any firm on the welfare of team-members of family members / consumers of your product / services, would not led to the growth of the firm, due to lack of funds.

Not clear

Remarks

However, emotional attitude increases the trust among the group members; thus helps in increasing social capital, efficiency and productivity.

1 1/2

(b) 'To perceive is to suffer'

If we start empathise to all our surrounding mishappenings, then one can never remain happy seeing their sufferings.

All your energy, money, resources and time would be devoted to alleviate the sufferings of the people.

2 1/2

But, perceiving things is the first step to initiate any efforts at any level, hence is not the negative connotations. Much of our present problems could be solved if we perceive accurately. Eg Developed countries perceiving plight of island developing countries

Good

Remarks

in wake of climate change.

Q2. "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)

Devotion to and loving one's job is necessary to <sup>have</sup> ~~be~~ innovative / imaginative thinking, thus creating value addition in ~~your~~ job.

Need-  
less  
here

Today, our economic system is based on DIVISION OF LABOUR whereby people are specialised to one section of the supply chain.

Hence, we have people employed in different sectors of economy - agriculture, manufacturing and service sector.

So, only those people working in particular job have insights into their field, and only they can innovate things to next level, which will be beneficial to ~~our~~ society.

Ex A farmer, loving his job, would always seek

Remarks

to increase the productivity of his land, organically or via-fertilisers, would always be curious to adopt latest technology and know-how via extension sources of govt acc. to the suitability of land as per agro-climatic zone.

Hence, alleviating the problem of food security at SOCIETAL level and increasing his/her income

Why EI training important?

There is growing level of dissatisfaction among employees towards their work, leading to high stress level in society.

Hence, EI training can help these people to tackle these issues very well and to inculcate devotion to your work as important attribute in your success.

Better EI people will manage their work well, hence, increasing their involvement and love to their job.

4

Remarks

Q3. Consider the following statements and explain how these are the best recipes for administrative decisions and actions:

- (a) "When I step into the river for the second time, neither I, nor the river are the same."
- (b) "Fit no stereotypes. Don't chase the latest management fads. The situation dictates, which approach best, accomplish the team's mission."

(75 Words Each) (5×2=10 Marks)

(A) Learning from your past experiences and evolving a better strategy to tackle the similar situations in future are the important ingredients of better administrative action/decisions.

Eg. To counter stone-pelting in J&K, police needs to evolve the effective strategy by testing different methods - PAVA STILLS, Pellet guns, water-guns etc.

2

Also, in today's dynamic world, one needs to adapt as per the changing situation.

Cyber-security is one such example where experts need to evolve with hackers in order to provide effective security.

Similarly, at broader level, world should adapt to climate-change in order to survive.

Remarks

Need not emphasize only example.

(D) Pre-conceived rules / regulation / procedures can not be put to test in all situations, for which such rules / procedures have not foreseen.

Eg, In J2IC, military officer used the exceptional method of HUMAN SHIELD in order to protect the life of election officials and his colleagues, with much success.

Going by all accounts, it would be difficult, if we adopted regular approach, to save them.

Similarly, flexibility is given Swachh Bharat MISSION to ensure that - different

contexts, cultures, stereotypes, prejudices prevailing in different society have different approaches to cleanliness.

Hence, one should not be rigid in his/her thoughts while solving any issue.

good understanding.

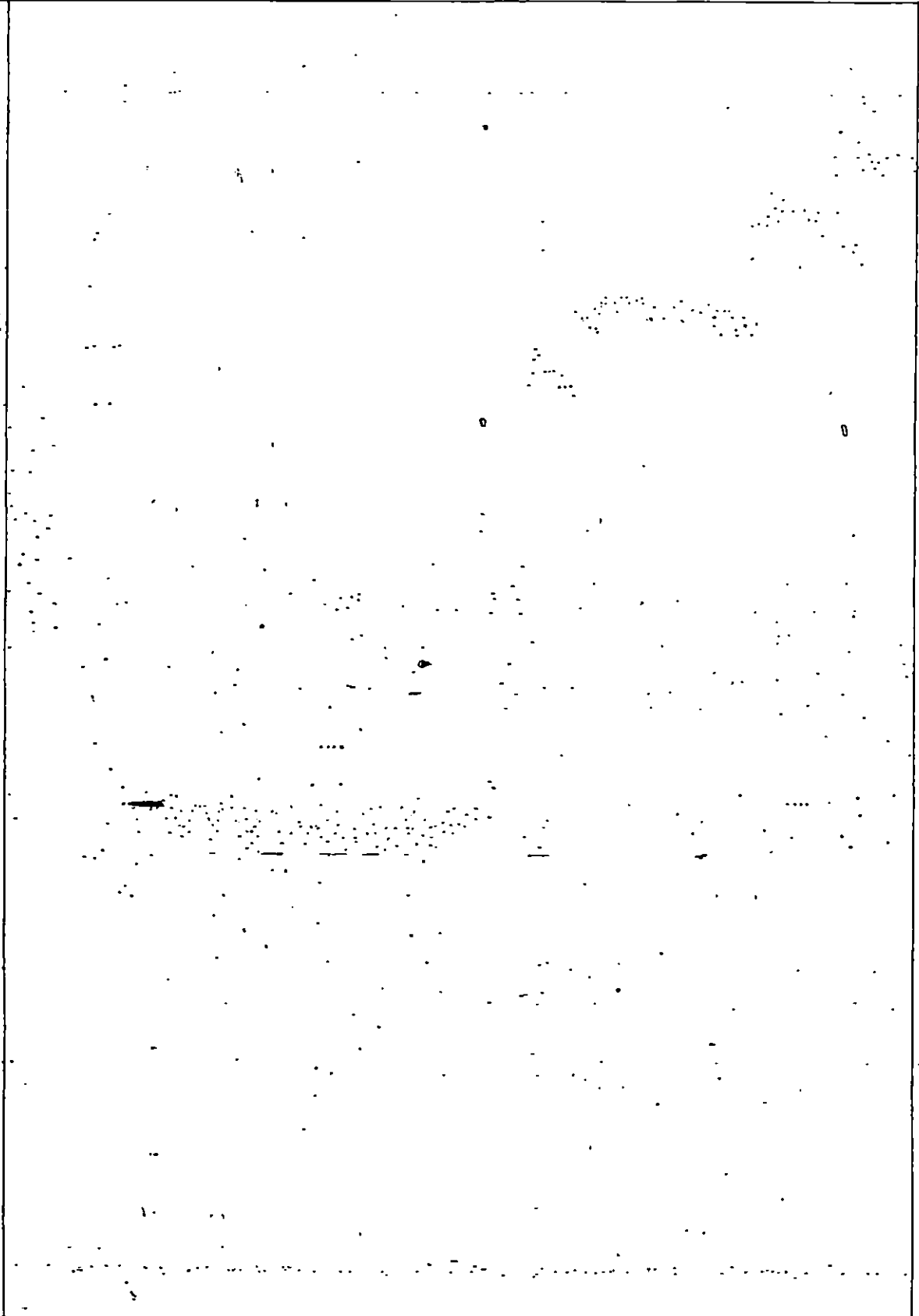
2 1/2

Q4. Do you agree that as the Internet of Things advance, the very notion of a clear dividing line between reality and virtual reality becomes blurred, sometimes in creative ways? Explain the following questions related to the above statement:

- (a) In the Internet of Things, our senses give us an incorrect picture of the world, a picture that does not tally with our reason.
- (b) Discuss administrative challenges in the era of information and misinformation in the cyber world and its impact. : (75 Words Each) (5×2=10 Marks)

*Remarks*





*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)

Satisfaction comes when one is happy with the resources one commands. One should use his/her strengths (what you have) to accomplish other things, hence in the end, you will always have more. Since there is no limit to what you don't have, you will never be impatient/satisfied; ending up losing what you have already.

Eg: Putting your entire savings in a lottery in a hope to become rich in one day; generally put you on streets.

Here, attitude of Gratitude plays an important role. One should always be respectful and thankful to nature to what he have, and work hard to achieve more.

This attitude helps the person to appreciate

Remarks

his/her strengths, belongings, and hence bring in  
the element of humility in your working...

For civil servants, this attitude is more  
relevant.

As there is always high risk of civil  
servant becoming corrupt in lieu of the  
power and authority associated with his/her  
post.

Gratitude and hence humility, enable civil  
servants <sup>to</sup> respect the other citizens as equal  
human being, otherwise he would consider  
himself an elitist, and then try to secure  
resources (black money) to maintain that  
status.

Therefore, it should become the foundational  
values of the civil servants.

Effective  
writing

4½

Q6. Attitudes are contagious, however bad attitudes compound faster than good ones. Do you agree with the statement? Discuss with respect to the present administrative culture. (150 Words) (10 Marks)

Attitudes, towards any thing or person, are your beliefs, notions towards them, which one propagates either consciously or unconsciously.

A child learns lot of attitudes from his/her parents and teachers, hence propagation of attitudes continues.

In fact, this contagious property of attitude is the important reason for building up the prejudices, stereotypes from generation to another generation.

However, it is seen that bad attitudes compound faster than good ones. It is generally because this bad attitude provides you gain (monetary / things) or satisfies your desires or builds upon your insecurity.

e.g. If the attitudes develop that particular community is harmful / violent, then this attitude propagates.

Remarks

faster as it involves security (existence) dimensions of individuals.

Present Administrative culture:

Today, attitude towards corruption, un-accountability, irresponsibility have been increasing among civil servants at faster rate rather than gratitude, empathy, tolerance etc.

Result being erosion of trust among people and the administration, which has broad negative repercussions.

(3)

Hence, here the role of societal institutions come, whereby facilitating the growth of good attitudes and suppressing bad ones.

Example Attitude towards female infanticides / feticides, needs to be changed by favourable govt policy by persuasion and legal provisions.

Remarks

Better  
emphasize  
making  
decent  
administrative  
culture  
rather  
than  
law.

Q7. Our society is not generally geared towards encouraging us to feel our emotions, instead people use various methods such as eating, drinking, smoking, taking medications, exercising obsessively, or working excessively as ways to ignore their emotions. Answer the following questions related to that:

- (a) Family, friends, teachers, etc teach us to engage in coping behaviours rather than exercising emotional intelligence. Do you agree? Do you think this is leading to rise in crime rate in the society?
- (b) According to the studies expressing, understanding one's emotions have been credited with increasing one's happiness, then also why society looks down on those who expresses them freely. (75 Words Each) (5×2=10 Marks)

*Remarks*

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*Remarks*

Q8. What do you mean by trustworthiness? How EI can generate trustworthiness in oneself and that of others in you?  
(150 Words) (10 Marks)

Trustworthiness is the character trait whereby one develops the feeling of trust that other person will behave in certain manner that is expected of him.

It is the basic foundation on which any interaction takes place.

Team-work's success is based on this trait, where every member works in cohesion towards their common goal.

Emotional Intelligence can help us encourage

this. by :-

→ Understanding / Perceiving the various emotions of other people.

→ Understanding the background / context of the person you are dealing with.

Remarks

Emphasize  
in  
more



Eg : A person whose parents are not well, will ~~be~~ have irregular schedule in his/her working.

As team member, you should understand his/her plight and should not take it as breach of trust.

Instead, helping him/her in time of distress; thus increasing the trust-worthiness of the team.

overcommitment.  
What role does play  
in it?

(3)

Remarks

Q9. 'Be not afraid of growing slowly; be afraid only of standing still'. Explain the statement and discuss whether persuasion can motivate others to progress in life or is it intrinsic in nature?  
(150 Words) (10 Marks)

As the saying goes - slow and steady wins the race, it highlights the importance of being growing (moving on in life, however slow it is.

One need to adapt with today's fast changing technological world, otherwise you will lag behind with others. ~~Tab~~

Eg Nokia company has to shut down because of the standstill in their design / innovations, where as Xiaomi is growing on account of its constant upgradation.

Similarly, Microsoft, Google, Apple have been growing due to their constant innovations.

In governance too, administration should adapt

Remarks

to recent technological changes, in order to provide good governance.

Ex use of social media for communication by govt in disseminating this information.

Cover every dimension of the question.

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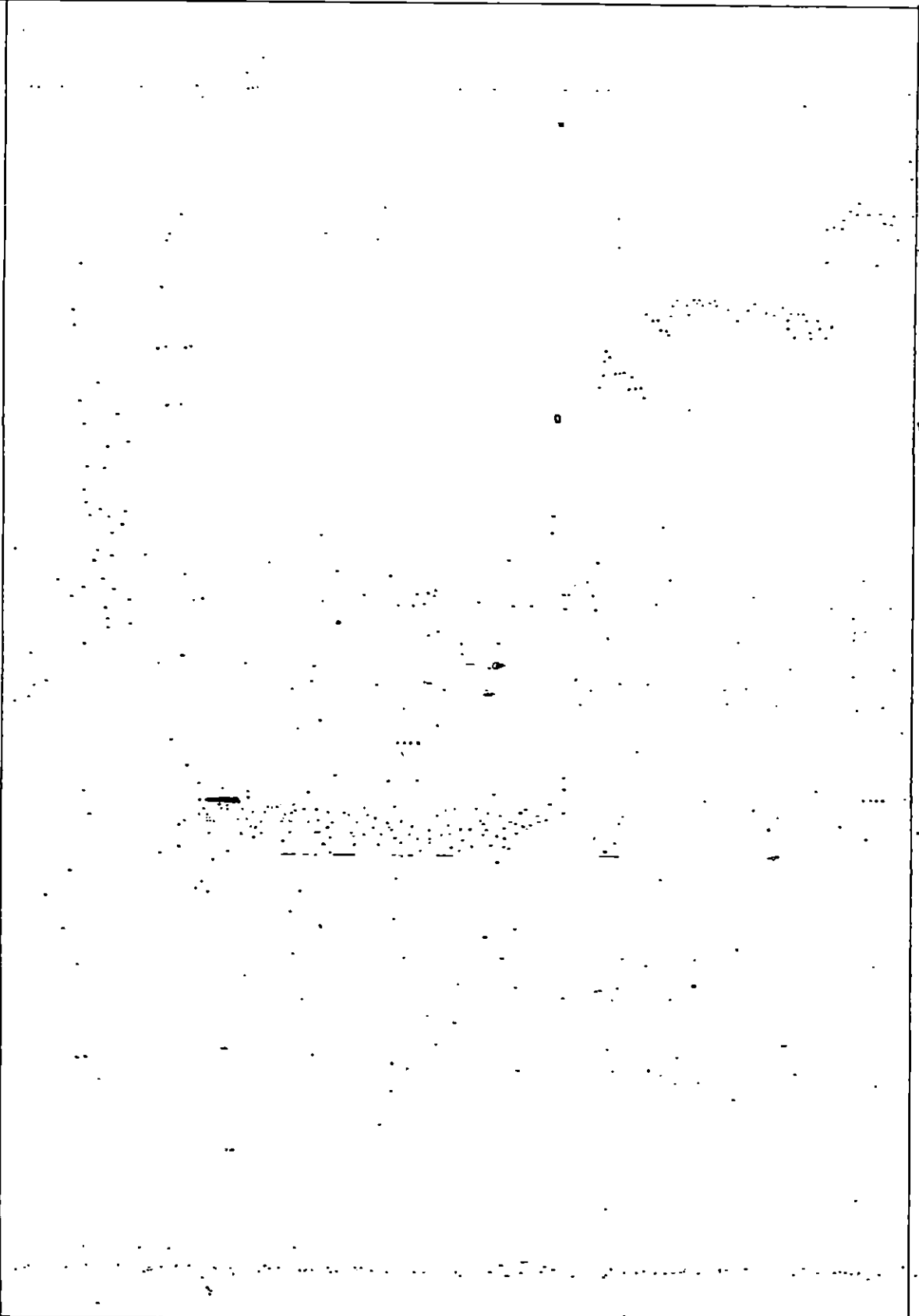
Remarks

Q10. 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.  
(75 Words Each) (5×2=10 Marks)

*Remarks*

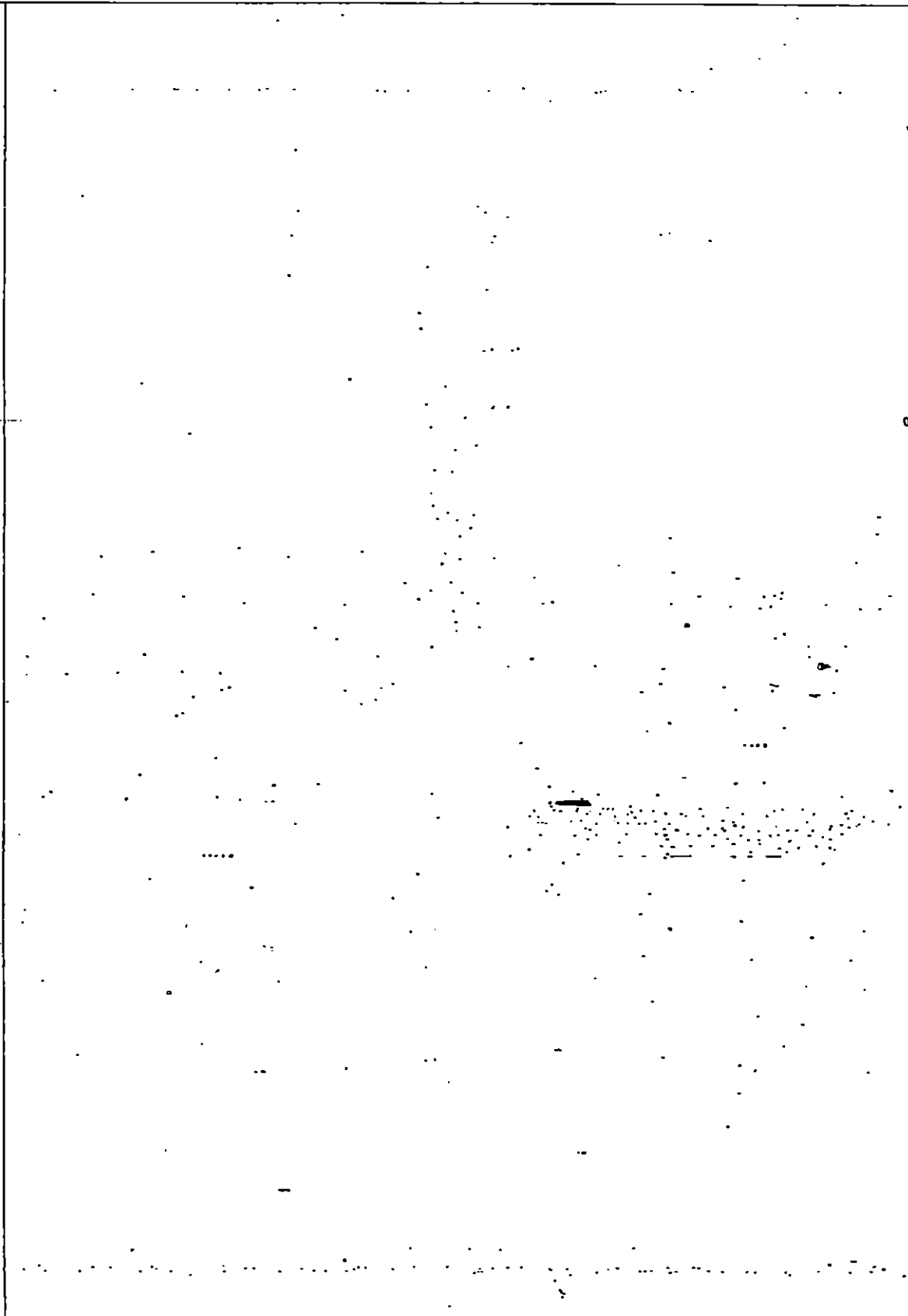


*Remarks*

Q11. "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? (75 Words Each) (5×2=10 Marks)

*Remarks*



*Remarks*

**Q12.** 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)

*Remarks*



# GIS SCORE

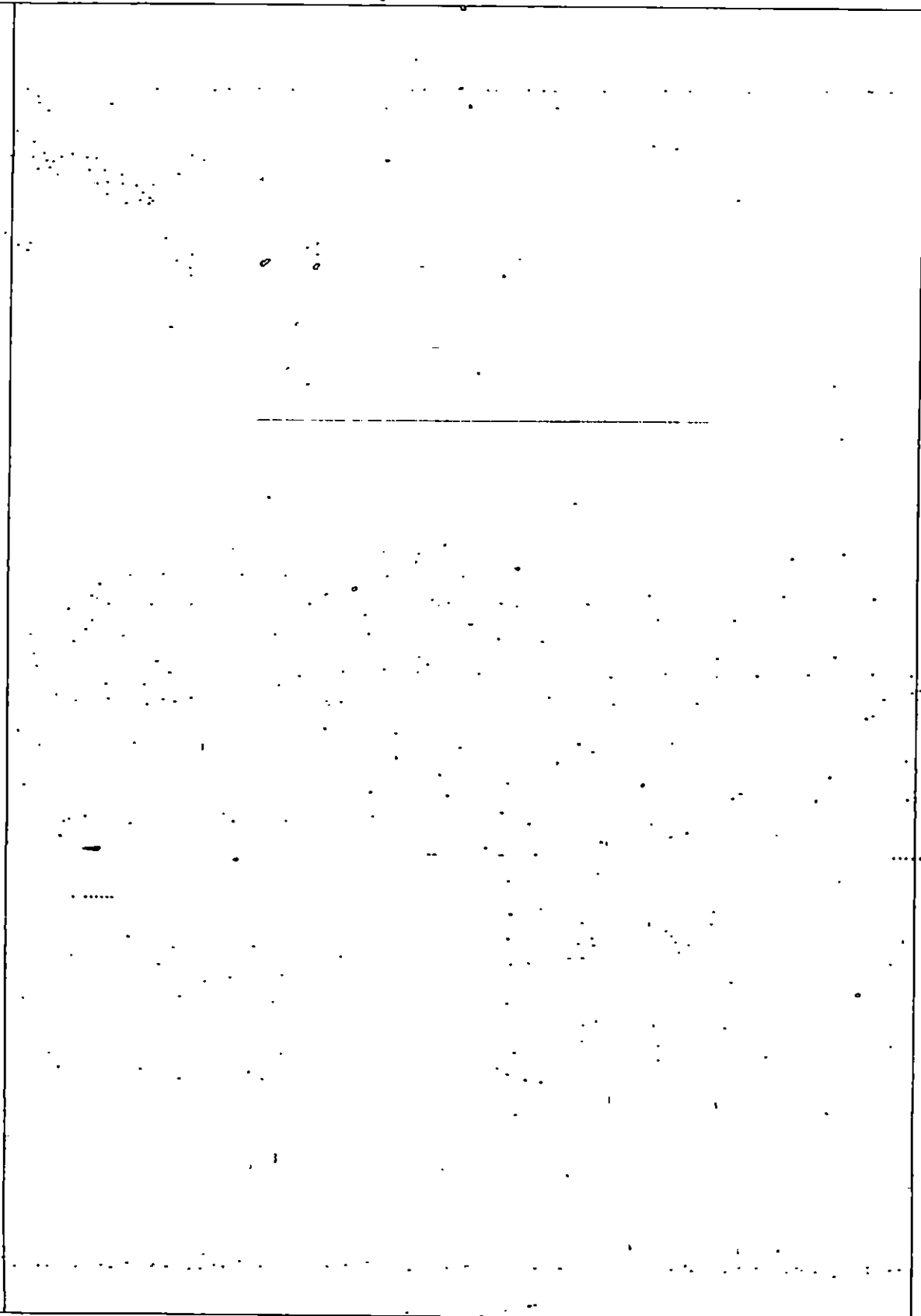
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Remarks

Q13. How does emotional balance help civil servants in taking value judgments and administrative decisions? Discuss with the help of examples.

(150 Words) (10 Marks)

*Remarks*



*Remarks*

## SECTION - B

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

Q14. 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)

Citizen charters are one of <sup>the</sup> important pillars of the good governance, which ensure the accountability and responsibility of public service delivery department.

It creates a standard against which performance of service delivery can be judged and accounted for.

Remarks

(a) In this case, failure of citizen charter can be attributed to-

- Lack of devotion from sub-ordinate staff towards public service delivery.

- Proper discussions with all stakeholders had not been done as evident from hurry shown.

- Lack of accurate data of demand and supply, hence wrong predictions.

- Leakages along water supply could not be plugged in time. What about big promises?

(b) Citizen charter is a long term commitment, hence proper time and discourse should have been taken before adopting it. It is because if the trust of people towards it is breached, then it is of no use.

Firstly, I will conduct the detailed analysis of

Remarks -

sources of water in district, its variability and demand of water.

Secondly, conduct the wide discussions with all stakeholders (office staff, field workers, consumers, industrialist, farmers).

Lastly, formulate the draft citizen charter and will put it in public domain for comments and then come out with final charter along with redressal mechanisms.

(C)

CITIZEN CHARTER

- Water is the inalienable fundamental right of every human, hence no-one shall be devoid of minimum 20 litres of water per day per consumer.

- Water will be provided for at least 4 hours a day and with a quality as per GOI standard (TDS count to be less than 400 ppm)

- For grievance redressal, contact desk officer Mr X, Contact No - xxx x.

- Your complaints are valuable to our proper functioning and would be attended within 48 hours.

Remarks

Mention other ingredients too.

Q15: 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:

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

(250 Words) (20 Marks)

In a multi-identity population, there is always risk of communalism flaring up due to few narrow minded people of the different cultural groups.

(a) As a civil servant, following preventive steps would be taken

- Deploy the police in a disputed area to have vigil over the situation. At the outset, this step is how much rational.
- Deploy informally - the informants in each group (majority/minority) to have vigil over their activities.
- Provide a platform to engage with the leaders of different groups to discuss their grievances, and hostility.

Remarks

How about indulging into talk with the leaders of each group?

— Public awareness campaign about the importance of peace and mutual co-operation in diverse society.

(2) Constitution has provided certain rights to everyone, including minority sections of our society. My duty would be to ensure that such rights are not fringed upon.

(B) If dispute flared up in violence, I would:-

— put in place CrPc 144, whereby group activities would be dispersed.

— Engage with leaders of the groups to maintain the status-quo.

— Request deployment of CRPF if situation <sup>The should have been</sup> worsening <sub>at first stage</sub>.

— Can order usage of water gun/shells to quell the mob-violence.

(2/2) Hence curfew will be immediate action; followed by engagement with the leaders.

Remarks



(C) As a civil-servant, it is my duty to maintain peace, and law and order in my area. This includes the pre-empt the situation from violence, despite having ~~sufficient~~ inputs of tensed situation.

However, if I have followed the rules book in letter and spirit, and <sup>if</sup> my actions were ethical, I would explain my position to my seniors to ~~revoke my suspension~~, giving proper evidences.

If my consciousness says that I could have been more wigil, then I will accept my suspension.

What would you do in your own safeguard?

2½

Remarks

Q16. 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)

Natural disasters - like floods bring havoc to the society, disrupting the functioning with other areas. Rescue and relief operations are critical at this moment to minimise the loss of injuries and life.

Providing medical aid, food, blankets, clothes, medicines, drinking water without proper connectivity prove to be the biggest challenge in any relief operations.

Stone pelting by disgruntled youth and other violent measures would be counter-productive and aggravate the already hostile situation.

Remarks

Selflessness and Motivation to help others are key elements in my team-members, which made them to come forward, but suspension of two fellow members have created the negative environment around them and are, thus, hesitating to help.

In this situation, I have following options:-

(a) Using loudspeakers/mike/ other communication network available in the area to explain the deteriorating situation and requesting youth to have patience in this hour.

Instead requesting youth to partner in the relief operations to increase their trust level.

(b) To motivate my team members, I would personally go to field to oversee the relief and rescue operations.

They can be also assured of further responsibility of yours in case any mis happening.

Remarks

(c) Requesting more security force to pre-empt any violence and deploying them along the transport routes to have vigil over the youth.

7  
Lastly, public awareness through radio to make them understand the importance of peace and also, giving assurances that state has put in all mechanisms to provide food/medical aid to all, that is, there is no shortage of food supplies.

Remarks

Q17. Due to fall in agricultural productivity and faulty procurement policy, a marginal family head has committed suicide and left his family and two children, daughter (12 years) and son (8 years). They shifted to nearby city in search of work and ended up living in a slum. Both children had to leave their studies and mother went searching for some household work. Finally she is a maid at your home. She works at your personal residence. One day she felt ill and ask her daughter to continue in place of her. Your wife is an IAS officer and quite busy. She does not have time to take care of old in-laws who needs constant care. Though there is a nurse to take care of them but there is a need of help in small household works also. So she gave consent to daughter of maid to continue in place of her. As she fears that your family may engage someone else and she will loose livelihood opportunity. When you raised the concern, she replied that this is matter of few weeks only, and also saying no will bring them on street. As in such a metro city one cannot survive without work, everything has a cost. You are Mayor of the city.

- (a) What are the ethical dilemmas related to it?
- (b) Your wife is in support of her placement as domestic worker as it will help her in balancing household and work responsibilities. Do you find her justification right?
- (c) How will you persuade her to change her decision? (250 Words) (20 Marks)

(a) Child labour is the pressing ethical issue in our country aggravated by high incidence of poverty and low per-capita income.

### Ethical dilemmas

→ Whether to allow the child to continue as child labour (domestic helper) so as to save her and her family could survive, or to stop her as it would affect the physical and mental development of a child.

→ Similarly, utilitarian vs deontological dilemma is.

Remarks

also present in this case. If we allow her to work, she and two of her family members could feed themselves, else if I took only deontological perspective, then no matter what consequences, I should not exploit the tender age of any children.

③ Thirdly, there is ethical dilemma of personal vs. professional ethics, as well.

④ My wife's justification of balancing her household and work responsibility on the cost of exploitative nature of child labour is not correct.

② Many consider the child-labour as worst form of exploitation, as it affects the entire life of that child. She could be productive human capital in future if properly educated and skilled.

Remarks

(G) PERSUASION

I will persuade her by citing socio-legal dimensions. Legally, it is punishable offence to employ child (as per amended Child Labour Act).

I, being public representative, and she, being bureaucrat, the upholder of laws can not be seen to break the laws ourselves.

We can give financial support to our previous maid for her health expenditure and can seek alternate temporary domestic maid for few weeks.

I would ask my wife, to look into eyes of the girl child and then take her decision. Her father already lost the lives due to fluctuations in the agricultural productivity.

Hence, I hope, she will be convinced.

Remarks

3

Q18. 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)

(a) Ethical Dilemmas

→ Personal ethics vs Professional ethics

Being a friend, I should help her in all possible manner to tackle her marriage relationship well. but it will against my professional values and illegal as per PCPNDT Act 1995.

→ Personal happiness vs. Societal happiness

They want a boy to inherit the family property as this will bring happiness to them.

But at societal level, skewed sex ratio will bring imbalance in society, can lead to future CRISIS.

Remarks



(B) My <sup>conscience</sup> conscious do not allow me to help my friend in this case. Legally, too, it will be im-moral obligation to help her.

Since, she belongs to such family, there is no issue of affordability of child's responsibilities. If influential / rich people too promote such female foeticides, then with what moral force, can we ask poor fellows of our society to stop such practices.

Hence, no, there is no moral obligation on my part to help my friend.

(C) Relationship between the bureaucrat/civil servant and the Minister-in-charge in a Parliamentary democracy should always be symbiotic and organic, not the top-down approach.

2 Once the policy, rules, laws and acts have been established (by representatives of people themselves), there should be no excuse to break those.

Hence, civil-servant should obey ministers if the orders are legal and with due procedures.

(D) Steps taken by me:

(a) Firstly, I would explain my lady friend about the legal / social dimensions of the issue. I can also talk / try to convince her family.

2 (b) I would ask the health-minister to give written orders (not orally over the phone).

(c) Lastly, if persuasion fails, I will simply refuse to go ahead with the sex determination.

Remarks

Q19. 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)

(a) As the area comes under the above officer's jurisdiction, he had every right to conduct the inspection after ~~the~~ receiving frequent complaints.

He already gave the warnings in the past, hence he also followed the due procedure, whereby, physical inspection at the field is only the logical step.

Remarks

(B) Since it is known that few of these retailers have political connections and local bulices, he should have been more careful in his approach.

Yes, he had noble intentions and duty bound to have inspection, but one should analyse the context and background of each situation before tackling it head-on.

He should be prepared for the worst outcome and accordingly, should have anticipated such situation.

And, once he got abused/tough treatment, he should have called for the back up or should have retreated from there temporarily.

(C) I would have taken the police protection, anticipating the law and order problem there.

Remarks

Moreover, informally, I would have involved the media to have coverage to this whole issue.

1½

Also, I should have formed a special team from my department as well to tackle such cases.

How about warning first?

(D) Fuel adulteration is very large illegal business in India, going on since long time, impacting the consumers and the environment negatively.

→ Regular inspections should be conducted.

→ Special team, with security forces, should be deployed in every district.

→ Licenses should be revoked, if any cases found to be true.

→ Involve the public to come out with their grievances, on toll-free numbers.

2

