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GENERAL STUDIES (TEST CODE : 764)

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Medium Hindi/Eng.	ENGLISH	Date	12/11/16
Center	ORN.		

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6	10	
7	10	
8	10	
9	20	
10	20	
11	20	
12	20	
13	20	
14	20	

Total Marks Obtained:

Remarks:

INSTRUCTIONS

- Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).
उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)।
- There are **FOURTEEN** questions printed in **ENGLISH**.
इसमें चौदह प्रश्न हैं तथा अंग्रेजी में छपे हैं।
- All questions are compulsory.
सभी प्रश्न अनिवार्य हैं।
- The number of marks carried by a question/part is indicated against it.
प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
- Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorized one.
प्रश्नों के उत्तर उसी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के मुख्य पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में लिए गए उत्तर पर कोई अंक नहीं मिलेंगे।
- Word limit in questions, if specified, should be adhered to.
प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
- Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off.
उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।

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EVALUATION INDICATORS

1. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

Answer the following questions is not more than 150 words each.

1. (a) Cultural diversity has made emotional intelligence crucial for Indian administration. Comment.

10

Emotional Intelligence ^(EI) was defined by Daniel Coleman as an ability to perceive, manage and express emotions, reason with emotions and assimilate it to oneself and in relations with others

EI forms the core of Indian Public administration since it involves interaction with public. Cultural diversity makes EI's need even more compelling in the following ways:-

- ① Empathetic Approach to deal with instances of denial of rights by society - eg: prable expulsion of Biharis from Bombay required administration to be just
- ② Revert denial of rights and build egalitarian society
- ③ Ensure Justice - eg to minorities who stay under constant fear of subordination.
- ④ Build Social Capital by building trust amongst all in Public Administration

- ⑤ Being Objective in assessment of conflict situation - e.g. fight between dalits and marathas

Thus, an administrator should develop EI in dealing with diverse cultural groups to manage the conflicts in impartial manner (i.e. regardless of the group he himself belongs to)

1. (b) Family and school are important agents of socialization in a child's life. Comment on the role of family and school as a source of values. Give an example of a situation where these acquired values guided you in a situation of dilemma.

10

Family and School serves as the earliest agents of socialization in a child's life. This results in development of well accepted values in the child through -

- ① Approach of upbringing — strict or lenient
- ② Reinforcement of Behaviour by love or punishment
- ③ Discipline — sincerity and honesty towards rules and laws
- ④ Role Modelling
- ⑤ Exposing to him the range of values to choose from

For g: ~~For~~ My family taught me. ~~My parents~~
selflessness ~~is~~ ~~thinking~~ about My parents
 thought about us (me and my siblings)
 before themselves Today, when I
 have limited resource at hand, I
 think about them first — clearing the
 dilemma between selfishness and selflessness.

2. Given below are two quotations. Bring out what they mean to you in the present context:

(a) "We are what our thoughts have made us; so take care about what you think. Words are secondary. Thoughts live; they travel far." 10

A human being is a rational animal, known for his ability to think. Without thoughts, the world would not have evolved today.

- ① French revolution and American revolution were result of thoughts of enlightenment thinkers - of Monteguien, Voltaire.
- ② Socialism - a result of egalitarian thoughts of Karl Marx
- ③ Indian Independence - based upon thoughts of millions of nationalists aspiring for self governance
- ④ A.P.J. Abdul Kalam - People's President because of his thoughts about people.
- ⑤ Jawaharlal Nehru - known for his utopian ideas.

Thoughts are reflective of values and principles. A terrorist thinks about violence and a philanthropist about peace.

Some think about paying tax and others think of ways to evade.

These thoughts guide our actions (and words) which have enduring effect. For eg: Mahatma's Gandhi's thought has travelled across the globe preaching non violence and power of truth.

Similarly, Osama Bin's Laden's thoughts over jihad has gained international momentum.

The former is constructive and latter destructive.

Hence we should be careful of our thoughts, nurturing it in right direction.

2. (b) "A man's conscience and his judgement is the same thing and as the judgement, so also the conscience, may be erroneous." 10

Mahatma Gandhi had said - "There is a court higher than the court of law conscience, and that is court of conscience".

Judgement is an outcome of conscience. and could be right or wrong / good or bad.

For eg. Our conscience helps us judge if a course of action (like trying to not hurt some one's feelings) is right or wrong. This judgement is based on personal conscience.

however, laws reflect collective conscience of the society. Thus, if a law prohibits gay sex under Section 377 of IPC, then it will be adjudged as wrong by the court of law. This is based on Deontological Theory.

But simultaneously, it is also incumbent upon citizens to pressurize the government for amending or unjust law, which they is a species of violence. Hence, Gandhi placed conscience at a higher level. — realizing its significance in Teleological as well as Deontological ethics.

The above arguments makes one conclude that judgement based on personal conscience cannot be erroneous and hence should be relied upon. However, it could ~~be different~~ amongst people depending on their set of values and principles.

3. (a) "The love of one's country is a splendid thing. But why should love stop at the border?" What do you understand by nationalism? What significance does it hold in your life?

10

Nationalism refers to the love towards one's nation. It does not have territorial dimension like 'State' but rather, the spiritual dimension.

Nationalism plays a significant role in my life as it is the basis of

- ① My identity
- ② My society
- ③ My rights and freedoms
- ④ My life.

However, the nationalism should be differentiated from hyper nationalism which promotes polarisation, separatism and violence. This notion of nationalism is limited to the border. But true nationalism places humanity above national interest.

International ethics preaches the idea of cosmopolitanism i.e. focussing on

welfare of a person and not the state.
Thus Ebola vaccine should have
been developed ^{earlier} when Africans were
dying. But, work upon it started only
after the loss of American life.

The parochial notion of nationalism
has stopped countries from giving full
support to refugees and or opening
their border for the persecuted.

The bombing at Yemen, and
silence of USA and developed countries
makes one believe that the Idee of
Ethical Foreign Policy is a fallacy.

Going forward, countries should
strive to create a world community
where "Violation of rights anywhere, ^{affects} ~~has~~
^{people} ~~as effect~~ everywhere" as visualized by
Immanuel Kant.

3. (b) A 'Good Samaritan' legal protection is vital to encourage people to offer assistance without the fear of any criminal or civil liability. Discuss the statement in the context of India's unacceptably high rate of road accident fatalities due to the inability of victims to get timely medical treatment. 10

Last year accounted for 150,000 deaths (approx) due to road accidents. The figure is big considering a recent report which claims, that at least half of such lives could have been saved with timely availability of medical aid.

The passers by are reluctant to extend help due to fear of police harassment, getting stuck with legal procedures and other liabilities under laws. Thus need for another law or policy to encourage people to help accident victims should not be equated as low standards of morality in India.

Realizing the need of such policy, the Union Government has framed 'Good Samaritan Guidelines' which protect good samaritans from criminal or civil liability. Their consent is necessary

Before recording their ~~names~~^{names} as witnesses further, it orders police to be sensitive towards the help givers. Even Karnataka government has framed a law on the same lines.

Such steps to reinforce morality by law is needed, if the same is discouraged by other extant laws.

4. (a) "There may be times when we are powerless to prevent injustice, but there must never be a time when we fail to protest." Discuss the significance of this statement in present day India. 10

Concept of Code of Silence dwells over the issues of and effects associated with tolerating ~~unjust~~ injustices. This is fairly visible in our country, when one looks at the deplorable conditions of Muslim women.

Muslim Personal Law is reflective of historical subjugation of women and patriarchal mindset that pervades the community.

Had the women protested earlier, as in case of Pakistan, Saudi Arabia, etc against discriminatory and ~~undignified~~ undignified practices like polygamy, triple talac, maintenance etc, the ~~the~~ conditions of women would have been different.

Similarly, the recent fight by women groups to gain entry into temples at Shani Shingnapur, Sabarnalok etc.

and dargah is Haji Ali, exemplify the awakening amongst women to oppose and challenge the ~~the~~ unjust practices.

While protesting is in our hand - as is the case with Shayara Bano who filed a PL in SC against triple talaq and polygamy —. preventing it from happening may not be.

But the protest should continue — especially in a democracy, to ensure that laws are reflective of moral conscience of the society at large, than a few.

4. (b) Around the world, more than 125 million people need humanitarian aid. With special reference to financial assistance, discuss the various ethical issues involved in addressing the needs of those in dire circumstances. What measures can be undertaken to ensure that donations and aids for such purposes are thoroughly channelled to meet their targets.

10

A spurt in violence and climate change induced disasters, along with poverty ~~had~~ has left millions of people across the globe, in need of humanitarian aid. But such aid is difficult to come, due to various ethical issues involved -

- ① Conflict between Nationalism and humanity — for e.g. country like India should direct scarce resources in favour of its people or others
- ② Growing ~~fear~~ perceived threat from Islam and its people — evident by victory of Donald Trump in recently concluded USA elections.
- ③ ~~Real~~ fear of importing terrorist under the garb of refugees — a problem of Europe.
- ④ Global economic slowdown and reduced income.

Donations and aids meant for such purposes should reach the needy. This can be ensured by:-

- ① Effective monitoring
- ② Audit to establish accountability
- ③ Site Visits
- ④ Comparing and analyzing the outcomes
— indicators like malnutrition rates, number of deaths, education levels etc can be considered
- ⑤ Installment release of funds conditional upon attainment of desired objectives

5. (a) While discretion is necessary for effective discharge of duties, it is also a major factor responsible for corruption in administration at all levels. Comment. In this context, suggest some ways in which smooth execution of responsibilities can be ascertained while minimising corruption. 10

In spite of proliferation of code of conduct, ethics, standards of services etc, the quality of administration ~~has~~ has not improved. This is because, rules cannot provide for everything. Discretion becomes necessary due to --

- ① Rapidly changing environment
- ② Evolution of society
- ③ Emergence of new sources of conflicts.
- ④ Change in needs and demands of society
- ⑤ Advancement in technology

This ~~need~~ makes autonomy through limited discretion necessary. Public administration balances the two

balanced
Public Administration

Discretion
to deal with
dynamic
environment
(Guides in
deciding)

Individual
Conscience

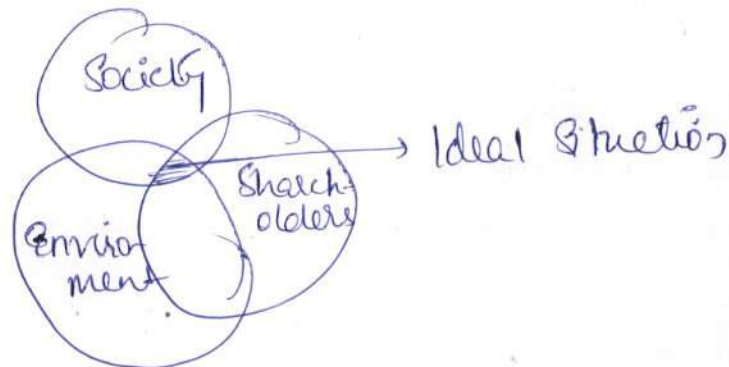
Rules
to avoid
abuse of
authority
(Guides in
application)

Ways to balance execution of responsibilities and minimising corruption are:-

- ① Evaluation of decision subsequently
- ② Mandating Superior's approval
- ③ Social Audit to establish external accountability
- ④ Performance Appraisal to decide promotion
- ⑤ Penalising malafide decision and extracting exemplary damages

5. (b) What do you understand by corporate ethics? Giving examples, highlight the ethical issues faced by CEOs in the current competitive environment, with special reference to government owned enterprises. 10

Corporate ethics refers to the ability of companies to satisfy the needs of all stakeholders in righteous manner i.e. an integration of



Ethical Issues faced by ~~CEOs~~ CEOs — :

① Economy vs Innovation

② Accountability vs Effectiveness

For eg. CAR report had created a sense of policy paralysis hence there is a need to differentiate between bonafide and malafide ~~the~~ actions.

③ Autonomy vs Accountability

For eg. PSBs desire ~~auto~~ autonomy to remain commercially viable, while they are accountable to Government.

its largest shareholder

Autonomy to MD of DMRC, has
resulted in rapid development of Metros
in Delhi

④ Profit Making vs Public Welfare -

This is the oldest debate over
the viability of PEs since 25 years
now. Inability to retrench workers, or
exit has result ~~to~~ in perpetuated
existence of loss making enterprises like
Air India — indirectly leading to
wastage of scarce resources

Going forward, Government should
try to provide autonomy and freedom
in operations to PEs. Public welfare
as a function should be delinked
from PEs and, furthered through
good governance. Recent reforms in
PSBs is a good step in this direction
and should be emulated elsewhere

6. Government employees are often considered by many as being unresponsive, insensitive and corrupt. What, according to you, are the factors that cultivate such a negative attitude towards civil servants? As a young civil servant, what would be your approach to change this attitude? 10

The negative perception towards government employees is bred by a host of factors:-

- ① historical legacy - under colonial government, they were condemned as 'babes'
- ② Social factors - which considers corruption inevitable and fight against it futile
- ③ Political factors - which makes it difficult for government employees to fall out of the line.
- ④ Institutional factors - like institutionalization of corruption.
- ⑤ Exposure to various scams which erodes trust in public authorities

My approach to change this attitude will include -:

- ① Building Social Capital. and grievance
- ② Becoming responsive to people's needs
- ③ Assurance on my part of public service delivery
- ④ Transparency by framing citizens charters ~~and~~ with due deliberations with them and prompt response to RTI. applications
- ⑤ Efficiency to save time of citizens.
- ⑥ Responsible recognition of duties.

The above is based on
Gandhi's Sarvottam Model for
Good Governance.

7. Many of the present social conflicts arise due to prejudices and discrimination. Illustrate. What can be done to curb discrimination and handle prejudices?

10

Present social conflicts are result of diversity which breeds prejudices and discrimination. Examples:

- ① Domain of Religion - Dadri lynching was an act of prejudice against Muslim, known to eat beef.
- ② Domain of Caste - Protest by upper caste (Jats, Patidars, Marathas) against reservation for dalits.
- ③ Domain of Gender - Denial of temple entry, subjection to temple tax goes against dignity of women.
- ④ Domain of Sexual Orientation - In the matter of sec 377 of IPC, criminalization of eligibility to become commissioner parents for LGBT community under Sympathy Bill.

Steps to curb discrimination and
handle prejudices - :

- ① Facilitating dialogues
- ② Formulating laws to penalise discrimination
- ③ Differentiate Affirmative action and discrimination
- ④ Following a right based approach to governance
- ⑤ Providing adequate opportunities to all
- ⑥ Preventing politicization of issues

8. Adhering to high standards of transparency is often in conflict with the duty towards maintaining confidentiality. With examples, elaborate on the problems faced by public servants in effective discharge of duties during such situations. Also, discuss the ethical framework that should guide the decisions in these circumstances.

10

Transparency v/s Confidentiality
is the new dilemma haunting public
servants since the enactment of
RTI Act 2005:

- ① ~~Over~~ Dilemma over disclosure of
information regarding a minister's income
- ② Applications to seek salary information

Ethical framework to guide civil
servants

- ① Laws — RTA Act and Official Secrets
Act
- ② Constitution — Rights to information
u/A21
- ③ Social — Accountability to Society
- ④ Rules — Civil Service Conduct
Rules
- ⑤ Institutional Frameworks

In the following questions, carefully study the cases presented and then answer the questions that follow (in around 250 words):

9. You get your first posting as a District Collector in a predominantly rural area. Recently, the office of Registrar General of Births, Deaths and Marriages registered an inter-caste marriage of a young couple. On hearing the news, villagers and family members of the married couple attacked the Registrar's office and are holding their respective children in captivity. One group also enjoys immense political power in the state and have warned you against taking any action.

20

Based on the above information, answer the following questions.

- What is/are the ethical dilemma(s) that an administrator faces in such situations?
- Enumerate your priorities and steps that you will take to handle the situation.
- What are the social and attitudinal factors at play? What will be your role in bringing about a change in these?

Parts of the Case:

- Inter caste marriage against family's consent
- Attack on Registrar's office and hold the couple in captivity.
- Political power enjoyed by one side.

Stakeholders:

- The young couple.
- Respective ~~no~~ family members and villagers
- Government — threat to its power and infrastructure.
- Society at large
- My career owing to political pressure.

Ans a: Ethical Dilemmas faced by the administrator:

- ① Personal Aspirations v/s Professional duties
- ② Furtherance of human rights
- ③ Curbing the rise of extra constitutional power groups (like khap Panchayat)
- ④ Individual happiness v/s society's interest at large.

Ans b: In such a situation, my priority will always be to uphold constitutional values of individual rights and authority of government. Hence, I will take following steps to handle the situation -:

- ① safe release of young couple from captivity
- ② filing complaints against the group for attaching government property
- ③ challenging them in the court of law.

- ④ Meanwhile, making an appeal to them to understand the right to choice of their children and their happiness.
- ⑤ If emotional appeal works, ~~taking~~ withdrawing the complaints and case, while ensuring police protection to the young couple for some time.
- ⑥ If they do not relent, defeating them in the court of law, to set an example.

Ans: The above situation is a result of social and attitudinal factors like -

① Social Factors:

- Principle of non commensality between different caste groups
- Theory of hierarchy of caste.
- Notion of Purity and Pollution.
- Respect towards elder family members

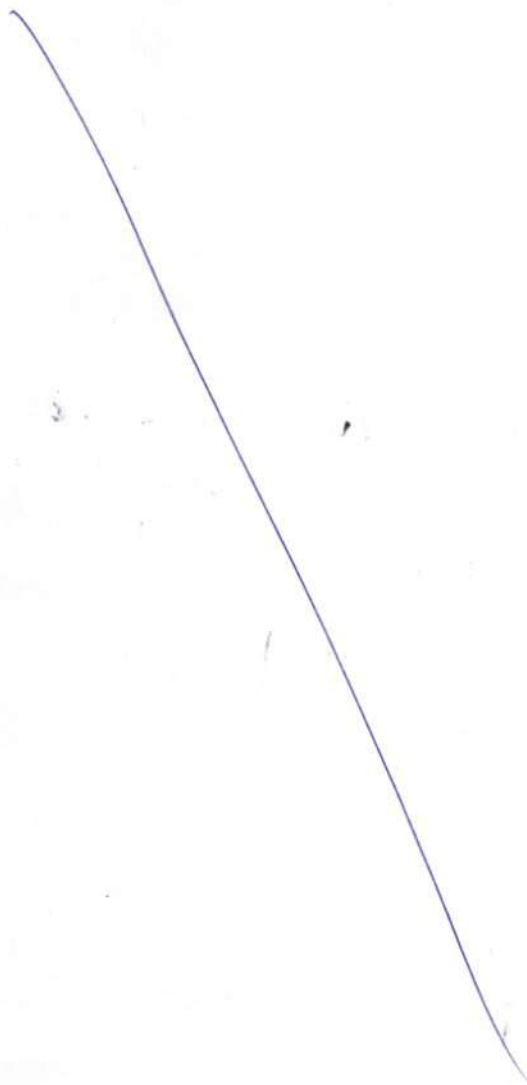
② Attitudinal Factors:

- Inferiority complex towards a caste group.

- Fear of equality ~~between~~ with formerly subordinated caste.
- Financial consideration
- Public Image and Reputation
- Linking family dignity and honour with actions of girl child / daughter
- Patriarchal attitude
- Subjugation of daughters ~~rights~~ and youngsters

Changing the above attitude and social factors, will require -:

- ① Persistent social campaigning and awareness programmes
- ② Mukhad dramas
- ③ Role Modelling - eg I myself can marry somebody from another caste (of course, only if I want to)
- ④ Sensitizing people about individual rights and Indian Constitution
- ⑤ Sustained results can be expected only from education — both for children and adults.



10. A group of educated young men is caught trying to leave the country to fight for a terrorist organization overseas. It was found that they were radicalized online through social media by the handlers of that terrorist organization. These boys have not committed any act of terror till now and have no criminal background. 20

(a) What could be the reasons for radicalization of educated youth?

(b) As a senior intelligence official, what approach would you follow to deal with such cases? Give arguments in support of your stand.

(c) Suggest a feasible strategy to prevent further radicalization of youth in the country.

With the advent of internet and development in ICT, terrorism has transcended national boundaries. Instances of isolated attacks by sleeper cells and mercenaries — as happened in Nice (France), Orlando (USA), Dnepr (Bavaria), Brussels (Belgium) — reflect the power of terrorist organisations. (ISIS claimed responsibility for all these attacks). Radicalization is the tool through which they succeed. It is the process of indoctrinating people by appealing to their faith, notions, etc.

Ans a: Reasons for radicalization of educated youth could be —

- ① Unemployment
- ② Poverty and Deprivation.

- ③ Alienation in a diverse country like ours
- ④ Increasing time spent over social media and influence of friends or similar lines.
- ⑤ ~~Attitude~~ Attitude of Army towards violence.

Ans(b) As an intelligence official, I will do the following:-

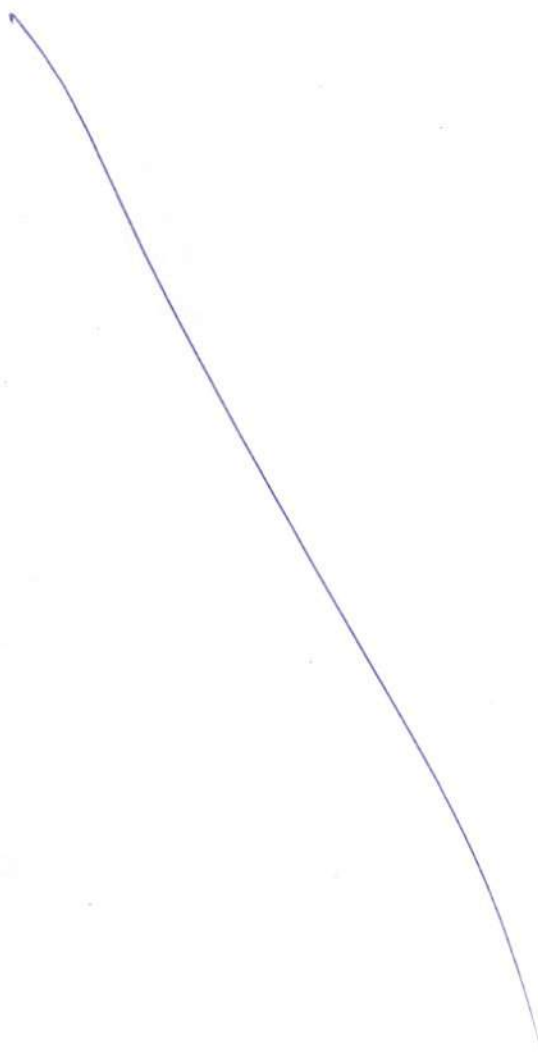
- ① Counsel the boy and reason out with him over such a drastic step
- ② ~~Re~~ Radicalize him by educating him about constitutional values
- ③ Address his grievances like providing a job
- ④ Counsel his family members, to spend more time with him
- ⑤ Detaining for short time - mainly for counselling.

Reasons for above steps - Prevent smiles instance in future and reinstable trust and faith in governance of the country

Ans c): Strategy to prevent medicalization of youth in our country should be multipronged.

- ① Religious domain - Requesting Maulanas in mosque to preach universal brotherhood and peace.
- ② Educational domain - Teaching secular subjects along with religious books, even in minority educational institutions.
- ③ Societal Changes: Fostering integration and checking communal conflicts and intolerances.
- ④ Economic Reforms - to enable them to youths get employment opportunities for productive and satisfying engagement.
- ⑤ Political Reforms - to be tough on parties campaigning on religious lines.

Such a holistic approach will deter
medicalization and promote pride and
love towards one's nation.



11. You are the CEO of a pharmaceutical company that has monopolized the manufacture of an anti-allergen device, which is used by millions who suffer from different kinds of allergic reactions: life threatening as well as non-threatening. Your company that was initially facing significant losses has increased the price of the device and since then has been witnessing huge profit margins. While the stakeholders of the company are pleased with your decision, there is a public backlash against the price rise. Politicians too have begun criticizing the policies of the company. 20
- (a) What are the ethical issues involved?
- (b) Enumerate the values that are under question in the mentioned scenario?
- (c) As the CEO of the company, would you retrospectively change your decision in light of the public backlash?

Facts of the Case:

- ① Increase price of anti allergen device which is in wide use
- ② Objective is to cover losses and make profits
- ③ The company enjoys monopoly
- ④ People and politicians are criticizing hike in price.

Stakeholders Involved

- ① Shareholders — happy with profits
- ② CEO — praised for making profits
- ③ Public at large — paying the brunt
- ④ Politicians — interested in public satisfaction

Ans a Ethical Issues involved:

- ① Accountability to shareholders vs responsibility towards society
- ② loss of human lives due to non affordability of the device
- ③ Opportunism resulting from monopoly vs ethical conduct.

Ans b: Following values, are under
(both corporate and societal)
question in the ~~above~~ given situation:-

- ① Interest of shareholders
- ② Importance of human lives
- ③ Public welfare
- ④ Efficient utilization of scarce resources
- ⑤ Empathy
- ⑥ Responsibility towards society at large

Ans c: JRD Tata had said that
~~the~~ an industrialist is different
from businessman. Former believes in
ethical conduct for welfare of society

and the latter believes in, minting money (profits)

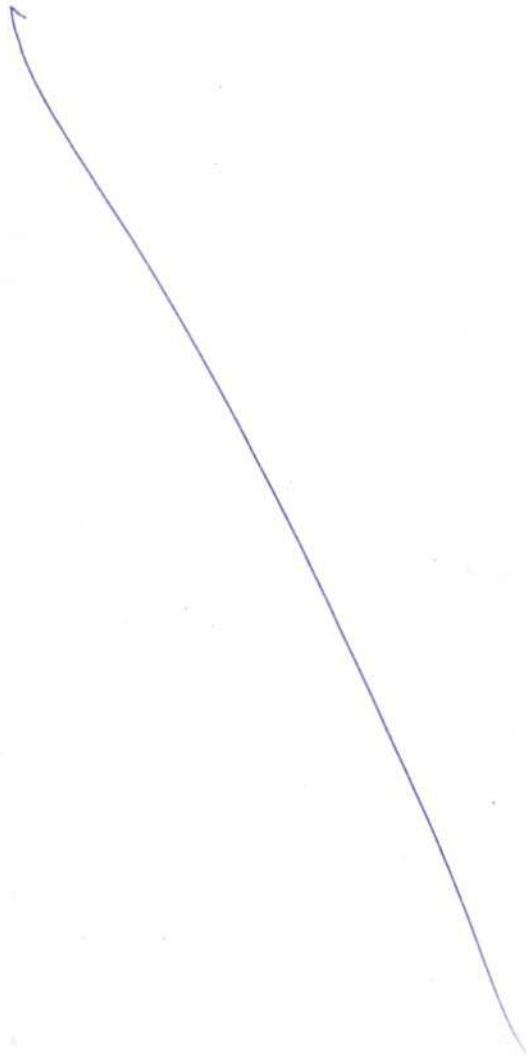
Hence, as a CEO of the company, I will change my decision, due to following reasons - :

- ① Doing justice to society - whose resources the company uses
- ② Having regard to human lives over money
- ③ Building an image of an ethical company and earn goodwill
- ④ Doing justice to shareholders, who too are part of society.
- ⑤ Abiding by the Competition Act of India
- ⑥ Avoiding disciplinary actions owing to disenchantment of the politicians

The above should be balanced with ~~the~~ simultaneous attempts to reduce the cost of production of needed, favours may be sought from government for undertaking ~~the~~ research

Shareholders Need will be balanced
since in place of dividend pay out,
their stake will undergo market
appreciation, owing to brand value
and image.

Thus, short term loss should
be ignored for long term gains for
the public and the company.



12. You are a Public Information Officer (PIO) in Public Works Department. An RTI is filed to know about the allotment of tender to a company for construction of a bridge. While collecting information about the allotment process you came to know that the tender was under-priced. However, you also came to know that it was unintentional and was due to a calculation error which could not be detected during the scrutiny.

The under-secretary of the department who is an honest official with an impeccable record and is the final authority for passing the tender has requested you to iron out the deficiencies in your response. His argument is that elections are to be held soon and the company which has got the tender belongs to a relative of senior minister. He fears that his reputation and job as well as of others involved in the process of allotment is at risk. You sympathise with your colleagues and understand that such consequences are possible.

20

(a) What are the options available to you?

(b) Evaluate each of these options and choose the option you would adopt, giving reasons.

Facts of the case:

- ① RTI is filed to seek information over allotment of tender for construction of bridge.
- ② Tender was underpriced due to bonafide errors
- ③ Tender was allotted to a relative of senior minister
- ④ Elections are due in short time.
- ⑤ Undersecretary, in charge of allotment process is honest official.

Stakeholders:

- ① RTI applicant seeking the information
- ② Under secretary — whose career is at stake
- ③ Senior Minister — who aspires to win the election
- ④ Public at large — by the response to RTI.

Ethical issues involved:

- ① Transparency v/s Empathy
- ② Professional duty v/s Personal Inclination
- ③ Accountability to people v/s personal relations with the under secretary.
- ④ Conflict of conscience.

Ans a: In the above context, I have

following options.

- ① ~~Not~~ Fabricating the information

Merit: Save Under secretary
Prevent public outrage
Save Minister

Demerit: Erode the trust in the office of PIO
Dissonance due to conflict of conscience.

②. Giving the correct information

Merit: Justice to the office of PIO
Uphold values of civil servant.
Ensure Objectivity and Transparency

Demerit: Unnecessary problem for under-
secretary
Chance of electoral defeat to
the Minister

③. Giving the sought information along with an opportunity to Under Secretary to present his case to the applicant.

Merit: Help overcome conscience crisis
Uphold the values of civil servant.
Protect the trust of people in
the office of PIO.

Demerit: Chances of applicant not believing
the under secretary
Consequent public outrage
and accused electoral defeat
of minister

Ans b) I will adopt the third option since it effectively balances the needs of public office and principles of natural justice. Once public gets the information, it's upto them to judge the probity of allocation process. Under secretary, being innocent, can prove his bonafide error, is case of challenged by the people. The relative of senior minister will also explain the reasons behind getting the tender ^{allotted} after following the due process.

13. You are a government official supervising the maintenance and upkeep of juvenile rehabilitation centres all over country. You are a strong advocate for preventive services such as counselling and parenting skill education as an alternative to the placement of neglected children in rehabilitation homes. You have convinced your minister about the stand and he has taken a public position on the same and declared that he will scrap the scheme of rehabilitation homes altogether. Believing that a reputable study of the cost-effectiveness of preventive services would bolster your position, your department enters into a contract with a top university to conduct a series of evaluation studies. The first study involves a controlled experimental evaluation of government sponsored preventive services. To your dismay, the findings show no evidence that preventive service is a cost effective alternative to placing children in rehabilitation homes. You are worried that the results, if published, would not only compromise the position of the minister but also yours. What will you do in such a situation? Some of the options are given below. Evaluate the merits and demerits of each of these options and suggest what course of action you would like to take, giving reasons.

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- (a) Keep silent on the report and continue advocating your stand with the minister.
(b) Cancel the contract with the university and conduct a fresh study with a new agency.
(c) Report the results to the minister and follow his orders.
(d) Conduct further research and be prepared to accept the results and declare them publicly.

Stakeholders

Action:

- ① ~~These~~ Juveniles whose life is ~~at~~ at stake
② ~~My~~ Me - My reputation and career
③ Minister - his political career and public image
④ Society at large - from correction of and prevention of just juvenile crimes.

Ethical Issues Involved:

- ① Personal Aspiration vs Public Welfare
- ② Lives of Juveniles
- ③ Accountability to Minister vs Accountability to Public
- ④ Personal Values vs Objectivity

Ans(a) keeping silent on the report and continue advocating my stand with minister

Merit: Save Minister's and mine public image
Relief Juvenile crimes of detention

Demerit: Cost the public exchequer
No assured benefits to society
Chances of spread in juvenile crimes.

Ans(b) Cancel the contract with the University and conduct a fresh study with new agency.

Merit: Help corroborate the result of University.

- ② Ensure proper study before taking any further action
- ③ Help go amic at ~~most~~ more reliable decision
- ④ By time

Demerit: ① Consume more time

- ② Demoralize the University
- ③ Keep the fate of juvenile dangling.
- ④ Cost to public exchequer.

Ans (c) Report the result to the minister and follow his orders

Merit ① Enable minister to take informed decision.

- ② Escape responsibility of taking wrong decision

Demerit ① Chances of minister going ahead with the preventive service

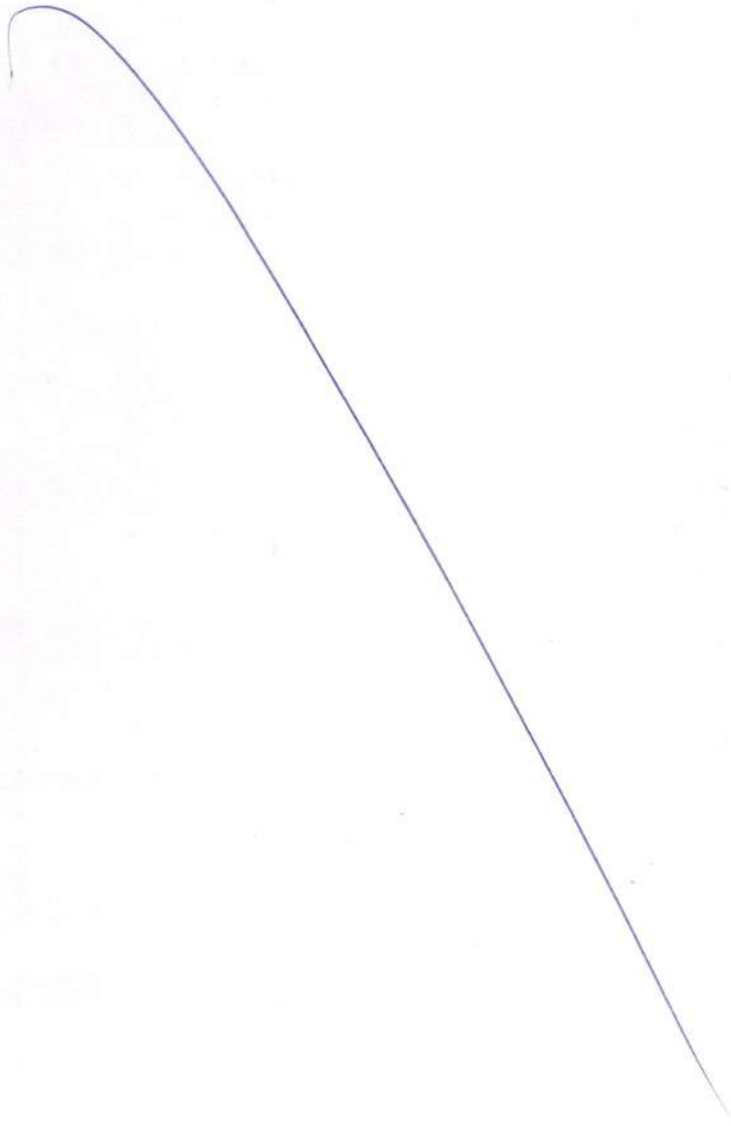
- ② Cost to exchequer.
- ③ Society and Juvenile: fate become subject to political motives.

Ans(d) Conduct further research and be prepared to accept the results and declare them publicly

- Merit
- ① help take rational and just decision
 - ② Uphold civil services value of objectivity and integrity.
 - ③ Benefit society and juveniles

- Demerit
- ① Chances of erosion of public image of myself and minister
 - ② Erode minister's trust in me.
 - ③ Defeat ~~by~~ my personal values

I will follow the 4th ~~and~~ last option since it balances and addresses all the ethical issues involved. It helps me live up to constitutional principles of public welfare and abide by civil service Code of Conduct Rules



14. You are a young IAS officer posted as SDM of a flood prone sub-division. There is an old dam in your area which protects about 2 dozen villages from floods. Though the dam is weak, it is expected to hold up as repair works are being carried upon by the villagers. One day you receive a call that the villagers in the area had abandoned repairs and were running away from the work site because the dam was about to collapse as the force of water was building up. You quickly reach the site and see the fear and panic induced villagers. Systematised evacuation will take 2 days and if the dam collapses now, there will be great loss of life and property. You noticed several geo-bags (synthetic bags which are used to protect hydraulic structures and river banks from severe erosion) lying at a construction site near the dam which could hold the dam for some time. You realized that all you needed now was manpower to place these bags on the dam in such a way as to prevent water from entering the village. But the people are fear stricken and are preparing to flee. 20

Based on above information, answer the following questions:

- (a) Elaborate on the qualities of a civil servant that are essential in such circumstances.
(b) What options do you have to handle this situation? Evaluate each of them with their merits and demerits.

Stakeholders:

- ① Villagers — whose life and property is at stake
- ② My Career.
- ③ Society due to multiplier effect of such devastations.

Emphasis:

Area; Qualities that a civil servant should essentially show in such circumstances include:-

- ① Leadership — to instigate people to action.

- ② Objectivity - to ~~see~~ assess the situation
- ③ Emotional ~~the~~ Intelligence - to avoid panic and be patient
- ④ Decisiveness for quick action
- ⑤ Responsibility and Responsiveness towards people and situation
- ⑥ Intellect - to know about how things work (e.g. use of geo bags)

Ans(b): Options:

①. Evacuate the area

Merit: Save lives
Quick action
Public support

Demerit: Loss of property
Display inability to prevent a disaster
Problem of rehabilitation
Accountability to senior - affect my career.

②. Call expert manpower to place ~~the~~ geo bags on the dam

Merit: Avoid risking lives of villagers

Quality Service
Avoid disaster

Demerit: Chances of delay
Possibility of disaster
High Cost due to emergency
situation

② Leading to place geo bags myself
to inspire villagers

Merit: Ensure quick action
Prevent disaster
Save lives and costs
Instill faith in my leadership
Reinstate trust in public office

Demerit: Villagers may still not budge
Risk their lives and mines.
Possibility of increased danger
— to lives as well as
property.

