

UPSC CSE (Main) 2021

General Studies Paper-IV

SECTION A

- Q1. (a) Identify five ethical traits on which one can plot the performance of a civil servant. Justify their inclusion in the matrix. (150 words) [10]**

Approach to question:

- Integrity:** The fundamental ethical trait, as it ensures honesty, transparency, and trustworthiness in a civil servant's actions, leading to public confidence and efficient governance.
- Impartiality:** Essential for fair decision-making, treating all individuals equally without bias or favoritism, fostering a just and inclusive society.
- Accountability:** Holding civil servants responsible for their actions, ensuring they answer for their decisions, and promoting a culture of transparency and responsibility.
- Respect for diversity:** Recognizing and valuing the differences among individuals, promoting inclusivity, and ensuring equitable treatment for all citizens.
- Public interest:** Prioritizing the welfare and well-being of the public above personal or private interests, guaranteeing that decisions serve the greater good and contribute to societal progress.

Answer:

Five ethical traits that can be used to evaluate the performance of a civil servant are:

- Integrity:** Integrity is the foundation of ethical behavior. A civil servant must demonstrate honesty, transparency, and adherence to ethical principles.
- Impartiality:** Civil servants should remain unbiased and treat all individuals fairly, irrespective of their personal affiliations or backgrounds.
- Accountability:** A civil servant should be accountable for their actions, taking responsibility for their decisions and their consequences.
- Respect for Diversity:** Civil servants serve diverse populations with varying cultural, social, and economic backgrounds. Respect for diversity

involves valuing and accommodating these differences while providing services and making decisions.

- Professionalism:** Professionalism encompasses a range of qualities such as competence, punctuality, confidentiality, and maintaining professional boundaries. A civil servant must display professionalism in their interactions with colleagues, superiors, and the public.

Including these ethical traits in the evaluation matrix ensures that the performance of civil servants is not solely based on technical skills but also on their adherence to ethical principles. This holistic assessment provides a comprehensive view of a civil servant's competence, integrity, fairness, responsibility, and professionalism.

- Q1. (b) Identify ten essential values that are needed to be an effective public servant. Describe the ways and means to prevent non-ethical behaviour in the public servants. (150 words) [10]**

Approach to question:

Ten essential values for an effective public servant:

- Integrity
- Accountability
- Transparency
- Impartiality
- Honesty

Ways to prevent non-ethical behaviour in public servants:

- Code of Conduct:** Establish a comprehensive code of conduct that clearly defines expected ethical behaviour and standards for public servants.
- Training and Awareness Programs:** Conduct regular training sessions and awareness programs to educate public servants about ethical standards, their responsibilities, and the consequences of non-ethical behaviour.
- Strong Leadership:** Foster a culture of ethical behaviour by promoting strong leadership that leads by example and sets high ethical standards.

4. **Whistleblower Protection:** Implement mechanisms to protect whistleblowers who report non-ethical behaviour, ensuring their safety and confidentiality.

Answer:

To be an effective public servant, one should uphold a set of essential values that guide their actions and decision-making.

Ten essential values needed to be an effective public servant:

1. **Integrity:** Upholding strong moral.
2. **Accountability:** Taking responsibility for one's actions.
3. **Impartiality:** Treating all individuals fairly and without bias.
4. **Transparency:** Ensuring openness in decision-making processes.
5. **Professionalism:** Demonstrating competence, expertise, and a high standard of work ethic.
6. **Respect for Rule of Law:** Upholding and enforcing laws and regulations.
7. **Public Interest:** Putting the welfare and interests of the public.
8. **Service Orientation:** Focusing on providing quality services to citizens.
9. **Empathy:** Understanding and considering the perspectives, concerns.
10. **Commitment to Excellence:** Pursuing continuous learning and professional development.

Ways and means to prevent non-ethical behaviour in public servants:

1. **Code of Conduct:** Establish a comprehensive code of conduct that clearly defines expected ethical standards and behaviours for public servants.
2. **Ethics Training:** Provide regular ethics training programs to educate public servants about ethical principles, values, and their practical application in decision-making.

By implementing these measures, it is possible to create a strong ethical framework within the public service, promote a culture of integrity, and prevent non-ethical behaviour among public servants.

- Q2. (a) The impact of digital technology as reliable source of input for rational decision making is debatable issue. Critically evaluate with suitable example. (150 words) [10]**

Approach to question:

Impact of digital technology as a reliable source of input for rational decision making:

1. **Access to vast information:** Digital technology provides easy access to a vast amount of information, enabling decision-makers to gather data from multiple sources and perspectives.
2. **Enhanced data analysis:** Advanced analytics and data processing tools enable decision-makers to analyze large datasets quickly, identifying patterns and trends that may not be apparent through traditional methods.
3. **Real-time data updates:** Digital technology allows for real-time data updates, ensuring decision-makers have the most up-to-date information available when making critical choices.
4. **Automation and efficiency:** Digital tools can automate repetitive tasks and processes, freeing up time for decision-makers to focus on higher-level thinking and strategic analysis.

Answer:

The impact of digital technology as a reliable source of input for rational decision making is a debatable issue. Let us critically evaluate this with a suitable example:

1. **Access to Vast Information:** Digital technology has significantly increased access to vast amounts of information, enabling decision-makers to gather data and insights quickly.
2. **Data Quality and Reliability:** The reliability and quality of digital data are crucial for rational decision making. It is essential to critically evaluate the sources of data, as inaccuracies or biases can lead to flawed decisions.
3. **Analytical Capabilities:** Digital technology offers powerful analytical tools, such as data analytics and machine learning algorithms, that can process vast amounts of data and identify patterns and trends. These tools enhance decision-making by providing valuable insights.
4. **Ethical Considerations:** The use of digital technology in decision making raises ethical considerations. For example, the collection and analysis of personal data for targeted advertising may infringe on individuals' privacy rights access to sensitive information can compromise decision-making processes.

In conclusion, the impact of digital technology as a reliable source of input for rational decision making depends on various factors. By doing so, they can leverage the benefits of digital technology while ensuring rational and informed decision-making processes.

- Q2. (b) Besides domain knowledge, a public official needs innovativeness and creativity of a high order as well,**

while resolving ethical dilemmas.
Discuss with suitable example.

(150 words) [10]

Approach to question:

1. Innovation and creativity are essential for public officials to effectively address ethical dilemmas alongside domain knowledge.
2. For example, consider a public official faced with a conflict between environmental preservation and economic development.
3. By thinking innovatively, they can explore alternative solutions such as promoting sustainable industries or incentivizing eco-friendly practices.
4. Creativity allows them to devise strategies that balance competing interests and uphold ethical principles.
5. Thus, combining domain knowledge with innovativeness and creativity enables public officials to navigate complex ethical dilemmas successfully.

Answer:

Innovation and creativity are crucial qualities that go beyond domain knowledge for a public official when resolving ethical dilemmas. These attributes enable them to devise unique solutions, think outside the box, and uphold ethical standards effectively. Let's discuss the importance of innovativeness and creativity in addressing ethical dilemmas, supported by a suitable example:

1. **Holistic Problem-Solving:** Public officials encounter complex ethical dilemmas that require more than just following predefined rules.
2. **Balancing Conflicting Interests:** Ethical dilemmas often involve conflicts between various stakeholders.

Example: Consider a public official responsible for urban planning and development. They encounter an ethical dilemma when a large corporation proposes to build a factory near a residential area. While the factory promises economic growth, it also poses potential health and environmental risks to the residents. Innovativeness and creativity come into play as the official explores alternative solutions. They engage with environmental experts, community representatives, and the corporation to find a compromise.

- Q3. (a)** "Every work has got to pass through hundreds of difficulties before succeeding. Those that persevere will see the light, sooner or later". - Swami Vivekananda. (150 words) [10]

Approach to question:

1. Success in any endeavor is not easy; it requires overcoming numerous challenges.
2. Perseverance is key to achieving success, as it enables individuals to endure and persist through difficult times.
3. Those who remain determined and resilient will eventually experience success.
4. Swami Vivekananda emphasizes the importance of patience and persistence in the face of adversity.
5. Success may take time, but it will eventually illuminate the path of those who persevere.

Answer:

Swami Vivekananda once said, "Every work has got to pass through hundreds of difficulties before succeeding. Those that persevere will see the light, sooner or later". These words emphasize the importance of resilience and determination in achieving success. The journey towards success is often fraught with challenges, but those who persist and endure are the ones who ultimately triumph.

Key Points:

1. **Inevitable Obstacles:** Every endeavor, be it personal or professional, encounters numerous obstacles along the way.
2. **Growth and Learning:** Overcoming challenges presents an opportunity for personal and professional growth.
3. **Resilience:** The ability to bounce back from setbacks is crucial for success.
4. **Patience and Persistence:** Success rarely comes overnight; it requires patience and persistence.
5. **Achievement and Fulfillment:** Those who persevere and overcome obstacles are the ones who ultimately taste success.

In conclusion, Swami Vivekananda's wise words highlight the significance of perseverance in the face of difficulties on the path to success. Every undertaking encounters obstacles, but those who persist and maintain resilience ultimately triumph.

- Q3. (b)** "We can never obtain peace in the outer world until and unless we obtain peace within ourselves". – Dalai Lama.

(150 words) [10]

Approach to question:

1. Inner peace is a prerequisite for achieving peace in the outer world.
2. Peace within ourselves refers to a state of harmony, calmness, and contentment.
3. Inner peace allows us to approach conflicts and challenges with clarity and compassion.

4. When individuals cultivate inner peace, they contribute to a peaceful society.
5. Inner peace is attained through self-reflection, mindfulness, and nurturing positive thoughts.
6. It involves finding balance, managing stress, and resolving internal conflicts.
7. Inner peace empowers individuals to handle external conflicts peacefully.
8. By fostering inner peace, we promote empathy, understanding, and cooperation.
9. Inner peace serves as a foundation for building peaceful relationships and communities.

Answer:

The Dalai Lama's insight highlights the profound connection between inner and outer peace. It suggests that true peace in the world around us is intricately linked to our inner state of mind and being.

Obtaining Inner Peace for Achieving Outer Peace:

1. **Self-Reflection:** Engage in self-reflection to understand one's thoughts, emotions, and inner conflicts. This process allows individuals to identify and address the root causes of their inner turmoil, leading to the cultivation of inner peace.
2. **Mindfulness Practice:** Incorporate mindfulness techniques such as meditation, deep breathing exercises, and being present in the moment. These practices help individuals develop self-awareness, reduce stress, and foster a sense of inner calm and tranquility.
3. **Emotional Healing:** Acknowledge and process past traumas, hurts, and negative emotions. By engaging in emotional healing practices such as therapy, journaling, or creative outlets, individuals can release emotional baggage and experience inner healing and peace.
4. **Cultivating Gratitude:** Foster a mindset of gratitude by consciously acknowledging and appreciating the positive aspects of life. Gratitude practices shift focus from negativity to positivity, promoting inner peace and contentment.
5. **Practicing Forgiveness:** Release resentment and grudges by practicing forgiveness. Forgiving oneself and others is a powerful tool for inner peace as it frees individuals from the burden of anger, bitterness, and emotional pain.

By prioritizing inner peace through self-reflection, mindfulness, emotional healing, gratitude, forgiveness, and nurturing positive relationships, individuals can cultivate a harmonious state of being.

- Q3. (c) "Life doesn't make any sense without interdependence. We need each other,**

and the sooner we learn that, it is better for us all". – Erik Erikson

(150 words) [10]

Approach to question:

1. Erik Erikson emphasizes the importance of interdependence in life.
2. Interdependence is the mutual reliance and support between individuals.
3. We need each other to lead meaningful lives.
4. Recognizing and embracing interdependence benefits everyone.
5. Learning the value of interdependence early is advantageous for society.

Answer:

Erik Erikson, a renowned psychologist, emphasized the importance of interdependence in human life. According to Erikson, life lacks meaning without interdependence, and recognizing this fact benefits everyone.

Importance of Interdependence:

1. **Mutual Support and Cooperation:** Interdependence fosters a sense of unity and cooperation among individuals.
2. **Emotional Well-being:** Interdependence nurtures emotional connections and reduces feelings of isolation.
3. **Social Progress and Development:** Interdependence is essential for social progress and development.
4. **Economic Interdependence:** Interdependence plays a vital role in the global economy.
5. **Environmental Sustainability:**
 - (a) Interdependence extends to our relationship with the environment.
 - (b) Recognizing our dependence on nature encourages responsible stewardship and sustainable practices.
 - (c) Collaboration is crucial to address environmental challenges and ensure the well-being of future generations.

Erik Erikson's statement highlights the significance of interdependence in human life. Interdependence promotes mutual support, emotional well-being, social progress, economic stability, and environmental sustainability. Recognizing and embracing interdependence can lead to a more interconnected and harmonious world.

- Q4. (a) Attitude is an important component that goes as input in the elopement of human. How to build a suitable needed for a public servant?**

(150 words) [10]

Approach to question:

Building a suitable attitude for a public servant:

1. **Recruitment and Selection:** Implement a rigorous and transparent recruitment process that emphasizes assessing the candidate's values, ethics, and commitment to public service.
2. **Training and Development:** Provide comprehensive training programs that focus on instilling values such as integrity, impartiality, transparency, and accountability. Foster a sense of public interest and service orientation.

By implementing these measures, a suitable attitude can be built among public servants, ensuring that they uphold the highest standards of professionalism, ethics, and dedication to serving the public interest.

Answer:

Attitudes are often a combination of beliefs, feelings, and behavioural tendencies, and they can influence how a person perceives, interacts with, and responds to the world around them. Building a suitable attitude for a public servant is essential for effective and ethical performance in government roles. Here are some key steps to cultivate the right attitude:

1. **Recruitment and Selection:** Implement a rigorous recruitment and selection process to ensure that individuals with the right values, ethics, and attitude are chosen for public service roles.
2. **Training and Development:** Provide extensive training programs that focus not only on technical skills but also on developing the right attitude.
3. **Code of Conduct:** Establish a clear and comprehensive code of conduct that outlines the expected behaviour, values, and principles for public servants.
4. **Role Models and Leadership:** Foster a culture of leadership and accountability within the organization. Encourage senior officials and managers to lead by example and exhibit the desired attitudes and behaviours.
5. **Performance Evaluation:** Incorporate attitude and behaviour as key performance evaluation criteria alongside technical competencies.

By implementing these measures, public service organizations can build and nurture a suitable attitude among their employees, fostering a culture of professionalism, ethics, and public service that benefits both the organization and the citizens it serves.

- Q4. (b) In case of crisis of conscience does emotional intelligence help to overcome the same without compromising the ethical or moral stand that you are likely to follow? Critically examine. (150 words) [10]**

Approach to question:

1. Emotional intelligence can play a crucial role in resolving a crisis of conscience while maintaining ethical and moral integrity.
2. It enables individuals to identify and understand their emotions, facilitating a deeper understanding of their values and beliefs.
3. Emotional intelligence promotes self-awareness, helping individuals assess the ethical implications of their actions and make informed decisions.

Answer:

Emotional intelligence (EI) refers to the ability to understand and manage one's own emotions, as well as recognize and empathize with the emotions of others. By critically examining the role of emotional intelligence in overcoming such crises without compromising one's ethical or moral stance, the following points can be highlighted:

1. **Enhancing self-awareness:** Emotional intelligence fosters self-reflection, enabling individuals to identify their core values and ethical principles.
2. **Developing empathy:** EI enables individuals to empathize with others and comprehend the perspectives and emotions of those involved in the crisis.
3. **Promoting ethical decision-making:** Emotional intelligence assists in making ethical decisions by considering both rational and emotional aspects.
4. **Managing emotions effectively:** During a crisis of conscience, conflicting emotions such as guilt, fear, or anger may arise.
5. **Facilitating ethical communication:** EI enhances the ability to communicate effectively and respectfully, even in difficult circumstances.

In conclusion, emotional intelligence plays a critical role in overcoming a crisis of conscience without compromising one's ethical or moral stand. By promoting self-awareness, empathy, ethical decision-making, emotional management, effective communication, and moral resilience, emotional intelligence empowers individuals to navigate challenging situations while upholding their ethical principles.

- Q5. (a) "Refugees should not be turned back to the country where they would face persecution or human right violation". Examine the statement with reference to ethical dimension being violated by the nation claiming to be democratic with open society. (150 words) [10]**

Approach to question:

1. **Ethical Dimension:** Upholding human rights and preventing persecution is a fundamental ethical principle.

2. **Protection of Refugees:** Turning back refugees to a country where they face persecution violates their right to seek asylum and exposes them to harm.
3. **Principle of Non-Refoulement:** The principle of non-refoulement, enshrined in international law, prohibits the return of refugees to a place where their life or freedom would be threatened.
4. **Moral Responsibility:** Nations claiming to be democratic and open have a moral responsibility to provide refuge to those fleeing persecution and ensure their safety.
5. **Respect for Human Dignity:** Denying refugees protection contradicts the principle of respecting human dignity and treating all individuals with equal rights and worth.
6. **Ethical Obligations:** Nations should prioritize the ethical duty to protect the vulnerable and provide a safe haven for those in need.
7. **International Human Rights Standards:** The Universal Declaration of Human Rights and international conventions emphasize the importance of protecting refugees from persecution and human rights violations.
8. **Humanitarian Values:** Open societies and democratic nations should embrace humanitarian values that prioritize compassion, empathy, and support for those in desperate situations.

Answer:

Examination of the statement "Refugees should not be turned back to the country where they would face persecution or human rights violation" with reference to ethical dimensions being violated by a nation claiming to be democratic with an open society:

1. **Principle of Non-refoulement:** The principle of non-refoulement is a fundamental ethical principle that prohibits the forced return of individuals to a country where they would face persecution, torture, or other serious human rights violations.
2. **Duty to Protect:** Nations claiming to be democratic with an open society have a moral duty to protect vulnerable individuals, including refugees fleeing persecution.
3. **Respect for Human Dignity:** Upholding human dignity is a core ethical value. By turning refugees back to countries where they would face persecution or human rights violations, a nation disregards the inherent worth and rights of individuals.
4. **Ethical Obligation to Provide Asylum:** Nations claiming to be democratic and open societies have an ethical obligation to provide asylum to individuals fleeing persecution.

In conclusion, when a nation claiming to be democratic with an open society turns refugees back to countries where they would face persecution or human rights violation.

Q5. (b) Should impartial and being non-partisan be considered as indispensable qualities to make a successful civil servant? Discuss with illustrations. (150 words) [10]

Approach to question:

Impartiality and non-partisanship are indispensable qualities for a successful civil servant due to the following reasons:

1. **Objective Decision-making:** Impartiality ensures that civil servants make decisions based on merit, without any bias towards a particular political party or ideology.
2. **Public Trust:** Being non-partisan helps maintain public trust in the bureaucracy, as citizens expect fair treatment and equal opportunities irrespective of their political affiliations.
3. **Policy Implementation:** Impartial civil servants can effectively implement government policies without favoring any specific political agenda, leading to better governance.

Answer:

Impartiality and being non-partisan are indeed indispensable qualities that contribute to the success of a civil servant. These qualities ensure fairness, integrity, and the ability to serve the public interest effectively. Here is a point-wise discussion with illustrations on the significance of impartiality and non-partisanship in a successful civil servant:

1. **Fair decision-making:** Impartiality enables civil servants to make decisions based on merit, evidence, and objective criteria rather than personal biases or political affiliations.
2. **Public trust and credibility:** Being non-partisan helps civil servants gain the trust and confidence of the public.
3. **Neutral policy implementation:** Impartial civil servants ensure that policies and programs are implemented without favoritism or discrimination. They prioritize the public interest over personal or political considerations.
4. **Consistency and continuity:** Impartiality ensures consistency in decision-making processes over time, reducing the risk of policy instability due to political changes.

In conclusion, impartiality and being non-partisan are indispensable qualities for a successful civil servant. These qualities enable fair decision-making, foster public trust and credibility, ensure neutral policy implementation,

maintain consistency and continuity, promote effective governance, and facilitate conflict resolution.

Q6. (a) An independent and empowered social audit mechanism is an absolute must in every sphere of public service, including judiciary, to ensure performance, accountability and ethical conduct. Elaborate. (150 words) [10]

Approach to question:

Importance of an independent and empowered social audit mechanism in every sphere of public service, including the judiciary:

- 1. Performance Evaluation:** A social audit mechanism enables the evaluation of the performance of public services, including the judiciary. It assesses the efficiency, effectiveness, and impact of the services provided, ensuring that they meet the expectations of the citizens.
- 2. Accountability Enhancement:** By conducting social audits, accountability is strengthened as it provides a platform for citizens to scrutinize the functioning of public services. It holds public officials, including judges, accountable for their actions, decisions, and adherence to ethical standards.
- 3. Transparency Promotion:** A social audit mechanism promotes transparency by providing access to information and data related to the functioning of public services. This transparency helps build public trust and confidence in the judiciary and other public institutions.

Answer:

An independent and empowered social audit mechanism is essential in every sphere of public service, including the judiciary, to ensure performance, accountability, and ethical conduct. Here are the key points elaborating on this statement:

- 1. Transparency and Accountability:** A social audit mechanism promotes transparency by allowing external scrutiny of the functioning of public services, including the judiciary.
- 2. Citizen Participation:** Social audits involve active participation of citizens, empowering them to hold public institutions, including the judiciary, accountable.
- 3. Identifying Gaps and Improvements:** An independent social audit mechanism can identify gaps, inefficiencies, and areas for improvement in the functioning of the judiciary.
- 4. Enhancing Public Trust:** Through social audits, the public gains confidence in the judiciary's ability to deliver justice impartially and ethically.

- 5. Preventing Corruption and Misconduct:** Social audits act as a deterrent against corruption and misconduct within the judiciary.

In conclusion, an independent and empowered social audit mechanism plays a crucial role in ensuring the performance, accountability, and ethical conduct of public services, including the judiciary. It promotes transparency, citizen participation, and continuous improvement, while also strengthening public trust and preventing corruption and misconduct.

Q6. (b) "Integrity is a value that empowers the human being". Justify with suitable illustration. (150 words) [10]

Approach to question:

- 1.** Integrity is a crucial value that empowers individuals by fostering trust, credibility, and ethical behaviour.
- 2.** A suitable illustration of integrity's empowering nature can be seen in Mahatma Gandhi's non-violent struggle for India's independence, where he displayed unwavering integrity, inspiring millions and gaining global respect.
- 3.** Gandhi's commitment to truth, non-violence, and social justice demonstrated the transformative power of integrity in empowering individuals and shaping nations.

Answer:

Integrity is indeed a value that empowers human beings, as it encompasses honesty, ethical conduct, and consistency in one's actions. It plays a crucial role in personal and professional lives, contributing to individual growth, building trust, and fostering a just society. Here are some points that justify the statement along with suitable illustrations:

- 1. Moral Strength:** Integrity provides individuals with the moral strength to do what is right, even in challenging circumstances. For example, Mahatma Gandhi, the Father of the Indian nation, exhibited unwavering integrity during the freedom struggle.
- 2. Trust and Credibility:** Integrity builds trust and credibility among individuals and institutions. A renowned illustration is that of Satya Nadella, CEO of Microsoft. Under his leadership, Microsoft transformed its image by embracing a culture of integrity, transparency, and ethical business practices.

In conclusion, integrity is a value that empowers human beings by providing moral strength, building trust, fostering professional excellence, serving as a role model, making a social impact, and promoting personal growth. The illustrations of Mahatma Gandhi, Satya Nadella, Ratan Tata, Dr. APJ Abdul Kalam, Kiran Bedi, and Malala Yousafzai exemplify how integrity has empowered individuals to bring about significant positive changes in society and lead exemplary lives.

SECTION B

Q7. Sunil is a young civil servant and has a reputation for his competence, integrity, dedication and relentness pursuit of difficult and onerous jobs. Considering his profile, he was picked up by his bosses to handle a very challenging and sensitive assignment. He was posted in a tribal dominated district notorious for illegal sand mining. Excavating sand from the river belt and transporting through trucks and selling them in the black market was rampant. This illegal sand mining mafia was operating with the support of local functionaries and tribal musclemen who in turn were bribing selected poor tribals and had kept the tribals under fear and intimidation.

Sunil being a sharp and energetic officer immediately grasped the ground realities and the modus operandi followed by the mafia through their devious and dubious mechanism. On making inquiries, he gathered that some of their own office employees are hand in glove with them and have developed close unholy nexus. Sunil initiated stringent action against them and started conducting raids on their illegal operations of movement of trucks filled with sand. The mafia got rattled as not many officers in the past had taken such steps against the mafia. Some of the office employees who were allegedly close to mafia informed them that the officer is determined to clean up the mafia's illegal sand mining operations in that the district and may cause them irreparable damage.

The mafia turned hostile and launched counter-offensive. The tribal musclemen and mafia started threatening him with dire consequences. His family (wife and old mother) were stalked and were under virtual surveillance and thus causing mental torture, agony and stress to all of them. The matter assumed serious proportions when a muscleman came to his office and threatened him to stop raids, etc., otherwise, his fate will not be different than some of his predecessors (ten years back one officer was killed by the mafia).

(a) Identify the different options available to Sunil in attending to this situation.

(b) Critically evaluate each of the options listed by you.

(c) Which of the above, do you think, would be the most appropriate for Sunil to adopt and why?

(250 words) [20]

Approach to question:

Options available to Sunil in attending to this situation:

- 1. Seeking Support from Higher Authorities:** Sunil can inform his superiors, including senior officials in the administration and law enforcement agencies, about the threats and intimidation he is facing.
- 2. Requesting Transfer:** Sunil can consider requesting a transfer to a different district or department to distance himself from the immediate danger and protect his family from further harm.

Critically evaluating each of the options:

- 1. Seeking Support from Higher Authorities:** This option can provide Sunil with the necessary backing and resources to tackle the mafia effectively.
- 2. Requesting Transfer:** While transferring may offer immediate relief to Sunil and his family, it may also disrupt the ongoing investigation against the mafia.

The most appropriate option for Sunil to adopt: Considering the serious threats and potential harm faced by Sunil and his family, seeking support from higher authorities and collaborating with whistleblower protection agencies would be the most appropriate options for him.

Answer:

Options available to Sunil in attending to this situation:

- 1. Seek Support and Protection:** Sunil can reach out to his superiors, higher authorities, or government agencies responsible for the security of civil servants.
- 2. Document and Gather Evidence:** Sunil should meticulously document all instances of threats, intimidation, and harassment.
- 3. Collaborate with Anti-Corruption Agencies:** Sunil can collaborate with anti-corruption agencies, such as the Central Bureau of Investigation (CBI) or the Anti-Corruption Bureau (ACB), to expose the illegal activities of the sand mining mafia.

Critically evaluate each of the options listed:

- 1. Seeking Support and Protection:** This option is essential to ensure Sunil's safety, but its effectiveness depends on the response of the concerned authorities.
- 2. Document and Gather Evidence:** Documenting evidence is crucial to building a strong case against

the mafia, but Sunil must ensure the safety and confidentiality of the collected evidence.

3. **Strengthen Personal Security:** While personal security measures are necessary, they may not provide complete protection against determined criminals.

Which option is the most appropriate for Sunil to adopt and why?

Considering the grave threats and intimidation faced by Sunil and his family, it is crucial for him to prioritize personal safety and protection. Therefore, seeking support and protection from superiors, higher authorities, and relevant government agencies should be his primary course of action. Ultimately, the most appropriate option for Sunil will depend on the responsiveness of the authorities and the effectiveness of the available protection mechanisms. It is essential for Sunil to maintain caution and constantly assess the situation to adapt his strategy accordingly.

Q8. You are the Vice Principal of a degree college in one of the middle-class towns. The Principal has recently retired and the management is looking for his replacement. There are also feelers that the management may promote you as Principal. In the meantime, during the annual examination the flying squad came from the university caught two students red-handed involving in unfair means. A senior lecturer of the college was personally helping these student in this act. This senior lecturer also happens to be close to the management. One of the students was son of a local politician who was responsible in getting college affiliated to the present reputed university. The second student was son of a local businessman who has donated maximum funds for running of the college. You immediately informed the management regarding this unfortunate incident. The management told you to resolve the issue with flying squad at any cost. They further said that such incident will not only tarnish the image of the college but also the politician and businessman are very important personalities for the functioning of the college. You were also given hint that your further promotion to Principal depends on your capability in resolving this issue with flying squad. In the meantime, you were intimidated by your administrative officer that certain members of the student union are protesting outside the college gate against the senior lecturer and the students

involved in this incident and demanding strict action against defaulters.

- (a) **Discuss the ethical issues involved in the case.**
- (b) **Critically examine the options available with you as the Vice Principal. What option will you adopt and why?**

(250 words) [20]

Approach to question:

Ethical issues involved in the case:

1. **Academic integrity:** The involvement of students and a senior lecturer in unfair means during examinations raises concerns about the ethical values and integrity of the educational institution.
2. **Nepotism and favoritism:** The close association of the senior lecturer with the college management, as well as the influential backgrounds of the students involved, indicates a potential misuse of power and favoritism.

Options available with the Vice Principal:

1. **Cover up the incident:** Ignore the involvement of the students and the senior lecturer, and try to resolve the matter quietly without involving the flying squad or taking any disciplinary action.
2. **Report the incident honestly:** Inform the flying squad about the incident and present all the evidence and details, regardless of the potential consequences for the college's image or the influential individuals involved.

Option to adopt and why:

The most ethical and responsible option for the Vice Principal would be to report the incident honestly to the flying squad and provide all the necessary evidence. This approach ensures integrity, upholds academic values, and promotes a fair evaluation system within the college. It prioritizes the principles of meritocracy and discourages favoritism or nepotism.

Answer:

Ethical issues involved in the case:

1. **Academic integrity:** The involvement of students in unfair means during examinations raises concerns about the principles of academic integrity and the value of education.
2. **Unethical behaviour of the senior lecturer:** The senior lecturer's personal involvement in assisting students in unfair means is a breach of professional ethics.
3. **Nepotism and favoritism:** The case highlights the influence of powerful individuals, namely the local politician and businessman, who have connections with the management.

Options available with the Vice Principal:

1. **Confront the senior lecturer:** The Vice Principal could directly address the senior lecturer's involvement, expressing concern about their actions and reminding them of their professional responsibilities.
2. **Cooperate with the flying squad:** The Vice Principal can collaborate with the flying squad to ensure a thorough investigation into the unfair means used by the students
3. **Transparent investigation:** The Vice Principal could advocate for an unbiased and transparent investigation, ensuring that the involvement of influential individuals does not hinder the process.

Option to be adopted and why:

Given the ethical issues involved, the Vice Principal should adopt the following option:

1. **Transparency and accountability:** The Vice Principal should prioritize transparency and accountability throughout the process.
2. **Upholding academic integrity:** The Vice Principal should cooperate with the flying squad to thoroughly investigate the cheating incident.

By adopting these measures, the Vice Principal can demonstrate their commitment to ethical principles, academic integrity, and fair decision-making, thereby mitigating the damage to the college's reputation and upholding the values of education.

Q9. An elevated corridor is being constructed to reduce the traffic congestion in the capital of a particular state. You have been selected as project manager of this prestigious project on your professional competence and experience. The deadline is to complete the project in the next two years, by 20 June, 2021, since this project is to be inaugurated by the Chief Minister before the elections are announced in the second week of July 2021. While carrying out the surprise inspection by inspecting team, a minor crack was noticed in one of the piers of the elevated corridor possibly due to poor material used. You immediately informed the chief engineer and stopped further work. It was assessed by you that minimum three piers of the elevated corridor have to be demolished and reconstructed. But this process will delay the project minimum by four to six months. But the chief engineer overruled the observation of inspecting team on the ground that it was a minor crack which will not in any way impact the strength and durability of the bridge. He ordered you to overlook the observation of inspecting team

and continue working with same speed and tempo. He informed you that the minister does not want any delay as he wants the chief Minister to inaugurate the elevated corridor before the elections are declared. Also informed you that the contractor is far relative of the minister and he wants him to finish the project. He also gave you hint that your further promotion as additional chief engineer is under consideration with the ministry. However, you strongly felt that the minor crack in the pier of the elevated corridor will adversely affect the health and life of the bridge and therefore it will be very dangerous not to repair the elevated corridor.

- (a) Under the given conditions, what are the options available to you as a project manager?
- (b) What are the ethical dilemmas being faced by the project manager?
- (c) What are the professional challenges likely to be faced by the project manager and his response to overcome such challenges?
- (d) What can be the consequences of overlooking the observation raised by the inspecting team?

(250 words) [20]

Approach to question:

Options available to the project manager: Follow the Chief Engineer's orders and continue working without repairing the piers.

Ethical dilemmas faced by the project manager: Balancing the responsibility towards public safety and the pressure to meet political deadlines.

Professional challenges likely to be faced by the project manager and his response to overcome them: Resistance from the Chief Engineer and potential repercussions for defying his orders.

The project manager should emphasize the importance of following proper engineering practices and present a strong case for the repairs based on safety concerns.

Consequences of overlooking the observation raised by the inspecting team: Compromised structural integrity of the elevated corridor, posing a risk to public safety.

Answer:

Options available to the project manager:

1. **Follow the Chief Engineer's Order:** The project manager can comply with the Chief Engineer's order to overlook the observation raised by the inspecting team and continue working at the same speed and tempo.

2. **Communicate the Concern:** The project manager can have a detailed conversation with the Chief Engineer, explaining the potential risks associated with the minor crack and the need for demolishing and reconstructing the affected piers.
3. **Seek Higher Authority Intervention:** If the Chief Engineer remains adamant about proceeding without addressing the crack, the project manager can escalate the issue to higher authorities within the department or ministry.

Ethical dilemmas faced by the project manager:

1. **Balancing Safety and Political Pressure:** The project manager must weigh the potential risks to the public's safety against the pressure to complete the project before the elections.
2. **Professional Integrity vs. Career Advancement:** The project manager faces a conflict between their professional responsibility to ensure the structural soundness of the project and the potential promotion as an additional chief engineer. This ethical dilemma tests their commitment to professional integrity and ethical conduct.

Professional challenges likely to be faced by the project manager and their response:

1. **Asserting Expertise:** The project manager may face resistance from higher authorities who prioritize political agendas over technical concerns.
2. **Maintaining Transparency:** There may be pressures to overlook or downplay the observation raised by the inspecting team.

Consequences of overlooking the observation raised by the inspecting team:

1. **Compromised Safety:** Ignoring the crack in the pier could jeopardize the structural integrity and safety of the elevated corridor.
2. **Damage to Reputation:** Overlooking such a significant observation can damage the reputation and credibility of the project manager, as it may be seen as neglecting public safety for personal gains or political interests.

Q10. The coronavirus disease (COVID-19) pandemic has quickly spread to various countries. As on May 8th, 2020, in India 56342 positive cases of corona had been reported. India with a population of more than 1.35 billion had difficulty in controlling the transmission of coronavirus among its population. Multiple strategies became necessary to handle this outbreak. The Ministry of Health and Family Welfare of India raised awareness about this outbreak and to take all necessary actions to control the spread of COVID-19. Indian Government implemented a 55-day lockdown throughout

the country to reduce the transmission of the virus. Schools and colleges had shifted to alternative mode of teaching, learning, evaluation, and certification. Online mode became popular during these days. India was not prepared for a sudden onslaught of such a crisis due to limited infrastructure in terms of human resource, money and other facilities needed for taking care of this situation. This disease did not spare anybody irrespective of caste, creed, religion on the one hand and haves and have nots on the other. Deficiencies in hospital beds, oxygen cylinders, ambulances, hospital staff and crematorium were the most crucial aspects. You are a hospital administrator in a public hospital at the time when coronavirus had attacked large number of people and patients were pouring into hospital day in and day out.

- (a) What are your criteria and justification for putting your clinical and non-clinical staff to attend to the patients knowing fully well that it is highly infectious disease and resources and infrastructure are limited?
- (b) If yours is a private hospital, whether your justification and decision would remain same as that of a public hospital? (250 words) [20]

Approach to question:

1. **Criteria for assigning clinical staff:**
Expertise: Assigning healthcare professionals with experience and knowledge in infectious diseases and critical care to handle COVID-19 patients effectively.
2. **Criteria for assigning non-clinical staff:**
3. **Justification for assigning clinical and non-clinical staff:**
Duty of care: It is the hospital's responsibility to provide care and support to the patients during a public health crisis, considering their immediate medical needs and potential life-threatening situations.
4. **Private hospital perspective:**
Justification may remain similar: Private hospitals also have a duty to provide healthcare services during a crisis and prioritize patient care.

Answer:

Criteria and Justification for Allocating Clinical and Non-Clinical Staff to Attend to Patients in a Public Hospital during the COVID-19 Pandemic:

Staff Allocation:

1. **Clinical staff:** Prioritize allocating doctors, nurses, and healthcare professionals with experience in infectious diseases to provide direct patient care.
2. **Non-clinical staff:** Redistribute non-clinical personnel, such as administrators, technicians, and support staff, to essential roles to maintain hospital operations.

Training and Education:

1. **Clinical staff:** Provide comprehensive training on infection control, proper use of personal protective equipment (PPE), and management of COVID-19 patients.
2. **Non-clinical staff:** Conduct training sessions to educate non-clinical staff about basic infection prevention practices and their roles in supporting patient care.

Role Clarity:

1. **Clinical staff:** Clearly define the roles and responsibilities of clinical staff, ensuring efficient patient triage, monitoring, and treatment.
2. **Non-clinical staff:** Assign non-clinical staff tasks such as administrative support, logistics management, maintaining medical supplies, and managing patient records.

Rotational Shifts:

1. **Clinical staff:** Implement rotating shifts to avoid burnout and minimize exposure risk for healthcare workers, ensuring they receive adequate rest and breaks.
2. **Non-clinical staff:** Establish rotational shifts to ensure continuous support for patient care and hospital operations without overburdening any specific department.

If the hospital is private: The justification and decision may differ compared to a public hospital due to the following factors:

1. Private hospitals may have more financial resources and infrastructure compared to public hospitals, allowing them to invest in additional resources and staff.
2. However, even in a private hospital, the core principles of allocating staff based on expertise, training, safety, and resource optimization should remain consistent to effectively manage the COVID-19 outbreak and provide quality patient care.

Q11. A reputed food product company based in India developed a food product for the international market and started exporting the same after getting necessary approvals. The company announced this achievement and also indicated that soon the product

will be made available for the domestic consumers with almost sane quality and health benefits. Accordingly, the company got its product approved by the domestic competent authority and launched the product in Indian market. The company could increase its market share over a period of time and earned substantial profit both domestically and internationally. However, the random sample test conducted by inspecting team found the product being sold domestically in variance with the approval obtained from the competent authority. On further investigation, it was also discovered that the food company was not only selling products which were not meeting the health standard of the country but also selling the rejected export products in the domestic market. This episode adversely affected the reputation and profitability of the food company.

- (a) What action do you visualize should be taken by the competent authority against the food company for violating the laid down domestic food standard and selling rejected export products in domestic market?
- (b) What course of action is available with the food company to resolve the crisis and bring back its lost reputation?
- (c) Examine the ethical dilemma involved in the case. (250 words) [20]

Approach to question:**Competent Authority's Action:**

1. The competent authority should conduct a thorough investigation into the violations committed by the food company.
2. It should impose strict penalties and fines on the company for violating domestic food standards and selling rejected export products.

Food Company's Course of Action: The food company should immediately recall all the non-compliant products from the market and initiate corrective measures.

Ethical Dilemma:

1. The food company faced an ethical dilemma regarding its commitment to consumer safety and trust.
2. By selling products that did not meet health standards, the company compromised the well-being of its domestic consumers.

Answer:

Action by the competent authority against the food company for violating domestic food standards and selling rejected export products in the domestic market:

1. Conduct a thorough investigation to gather evidence and establish the extent of the violations.
2. Impose strict penalties on the food company, such as fines or sanctions, commensurate with the seriousness of the violations.

Course of action available to the food company to resolve the crisis and regain its lost reputation:

1. Acknowledge the violations and issue a public apology, taking full responsibility for the lapse in maintaining quality and complying with regulations.
2. Recall all the products that do not meet the approved domestic food standards and replace them with compliant products.
3. Implement stringent quality control measures and regular inspections to ensure that the product meets the required standards.

Ethical dilemma involved in the case: The food company's actions present several ethical dilemmas:

1. **Violation of domestic food standards:** The company knowingly and intentionally sold products that did not meet the health standards set by the competent authority. This demonstrates a disregard for public health and safety.
2. **Selling rejected export products:** By selling rejected export products in the domestic market, the company compromised on quality and attempted to profit from substandard goods, potentially putting consumers at risk.
3. **Breach of trust and reputation:** The company's actions damaged its reputation and eroded the trust of consumers who relied on its brand for quality and health benefits.

In conclusion, the competent authority should take stringent action against the food company for violating domestic food standards and selling rejected export products in the domestic market. Simultaneously, the food company must take immediate measures to address the crisis, rectify its practices, and rebuild its lost reputation through transparency, accountability, and compliance with the laid-down standards and regulations.

Q12. Pawan is working as an officer in the State Government for the last ten years. As a part of routine transfer, he was posted to another department. He joined in a new office along with five other colleagues. The head of the office was a senior officer conversant with the functioning of the office. As a part of general inquiry, Pawan gathered that his senior officer carries the reputation of being

a difficult and insensitive person having his own disturbed family life. Initially, all seem to go well. However, after some time Pawan felt that the senior officer was belittling him and at times unreasonable. Whatever suggestions given or views expressed by Pawan in the meetings were summarily rejected and the senior officer would express displeasure in the presence of others. It became a pattern of boss's style of functioning to show him in bad light highlighting his shortcomings and humiliating publically. It became apparent that though there are no serious work-related problems/shortcomings, the senior officer was always on one pretext or the other and would scold and shout at him. The continuous harassment and public criticism of Pawan resulted in loss of confidence, self-esteem and equanimity. Pawan realized that his relations with his senior officer are becoming more toxic and due to this, he felt perpetually tensed, anxious and stressed. His mind was occupied with negativity and caused him mental torture, anguish and agony. Eventually, it badly affected his personal and family life. He was no longer joyous, happy and contented even at home. Rather without any reason he would loose his temper with his wife and other family members. The family environment was no longer pleasant and congenial. His wife who was always supportive to him also became a victim of his negativity and hostile behaviour. Due to harassment and humiliation suffering by him in the office, comfort and happiness virtually vanished from his life. Thus it damaged his physical and mental health.

- (a) What are the options available with Pawan to cope with the situation?
- (b) What approach Pawan should adopt for bringing peace, tranquillity and congenial environment in the office and home?
- (c) As an outsider, what are your suggestions for both boss and subordinate to overcome this situation and for improving the work performance, mental and emotional hygiene?
- (d) In the above scenario, what type of training would you suggest for at various levels in the government offices? (250 words) [20]

Approach to question:

Options available with Pawan to cope with the situation:

Seek professional help: Pawan can consult a counselor or therapist to deal with the emotional distress caused by the toxic work environment and to develop coping strategies.

Approach Pawan should adopt for bringing peace, tranquillity, and a congenial environment:

Maintain professionalism: Pawan should continue to perform his duties diligently and professionally, despite the difficult circumstances, to avoid providing any justification for mistreatment.

Suggestions for both boss and subordinate to overcome the situation and improve work performance, mental and emotional hygiene:

Sensitivity and empathy: The senior officer should try to understand the impact of their behaviour on subordinates and foster a supportive and respectful work environment.

Types of training suggested for various levels in government offices:

Leadership and management training: To develop effective leadership skills, communication techniques, and conflict resolution strategies for senior officers.

Answer:

Options available with Pawan to cope with the situation:

1. **Maintain professionalism:** Pawan should continue to fulfill his job responsibilities diligently and maintain a professional attitude despite the difficult circumstances.
2. **Seek support from colleagues:** Pawan can reach out to his colleagues who might be experiencing similar difficulties with the senior officer.
3. **Document incidents:** Pawan should keep a record of instances where he feels belittled, humiliated, or subjected to unfair treatment by his senior officer.

Approach Pawan should adopt for bringing peace, tranquillity, and a congenial environment in the office and home:

1. **Communication and empathy:** Pawan should try to communicate with his senior officer in a calm and respectful manner, expressing his concerns and seeking clarity on the issues.
2. **Mediation and conflict resolution:** Pawan can consider involving a neutral third party, such as a mediator or a higher-ranking officer, to facilitate a constructive dialogue between him and his senior officer.

Suggestions for both boss and subordinate to overcome this situation and improve work performance, mental, and emotional hygiene:

1. **Sensitivity and understanding:** The senior officer should strive to be more sensitive and empathetic towards the concerns and contributions of subordinates.
2. **Communication and feedback:** Open and constructive communication between the boss and subordinates is crucial for resolving conflicts. This fosters a culture of continuous improvement and mutual respect.

Type of training suggested for various levels in government offices:

1. **Leadership and management training:** Government officers at all levels should undergo training programs to enhance their leadership and management skills.
2. **Emotional intelligence and interpersonal skills:** Training on emotional intelligence and interpersonal skills can equip government officials with the ability to understand and manage their own emotions as well as build positive relationships with colleagues and subordinates.

By implementing these training programs, the government can create a more conducive work environment that promotes employee well-being, productivity, and overall organizational effectiveness.