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Test Code: 21101

FIAS - 2019 - GS 4H/8G/12E/14D

ForumIAS  
MGP0020131

# ForumIAS

## ACADEMY

### GENERAL STUDIES

Name Of Candidate	AYUSHE JAIN		
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Mobile No.	[REDACTED]	Date:	12/09/2019

Time Allowed: Three Hours

Maximum Marks: 250

INDEX TABLE			INSTRUCTION	
Q. No.	Max. Marks	Marks Obtained	<ol style="list-style-type: none"><li>Do furnish the appropriate details in the answer sheet (viz. Name, Email, Roll No, Mobile).</li><li>There are NINETEEN questions printed in ENGLISH.</li><li>All questions are compulsory.</li><li>The number of marks carried by a question/part is indicated against it.</li><li>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.</li><li>Word limit in questions, if specified, should be adhered to.</li><li>Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off.</li></ol>	
1		3: 50		
2		3: 00		
3		2: 50		
4		4: 00		
5		3: 75		
6		4: 00		
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19		4: 00		
20		4: 00		
<b>Total Marks:</b>		<del>250</del> 96.00		
<b>Remarks:</b> Good!			Start Time   2:00	End Time   6:00:58
			Mode Of Examination : Online <input type="checkbox"/> Offline <input checked="" type="checkbox"/>	
			ECN CODE: 439	Evaluation Date:

Parameters	Excellent	Very Good	Good	Average	Poor	Very Poor
Language			✓			
Structure			✓			
Presentation			✓			
Handwriting				✓		
Content			✓			
Attempt			✓			

### ADDITIONAL COMMENTS

Dear Ayushi!

Your strength:-

Your concepts are clear.

Areas for improvement:-

#### Section - A

(i) Some answers need clarity  
(Q2, Q3 etc.)

(ii) Give more dimensions (Q8, Q9)

#### Section - B

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(i) Introduce the Case properly  
(Q14, Q19 etc.)

(ii) Refer model answer for the points you have missed.



## Section - A

Q.1) Indian ethics teach moderation as a moral standard. Examine.

(10 Marks, 150 Words)

Moderation refers to the quality of being in a middle path, a mean ~~between~~ the two extreme ends of activity.

for example: Thrift comes in between miserliness and following extravagance.

- Indian Ethics based on the teachings of Swami Vivekananda who asks us to believe in ourselves first and for him "Those who do not believe in themselves are ~~the~~ atheists". In this way, he doesn't call for self negation and also not for self-pompous feelings.

The other prominent thinkers such as Mahatma Gandhi and Ramendra Nath Tagore, they also propo-

Also, discuss why moderation should be a moral standard

How?

*Illustrate*  
 used moderation in their teachings.

Aurobindo Ghosh, who is a prominent thinker, called for equality of treatment for all. And his Awam Abraham is built on the similar lines.

In Indian Ethics →

- ink with moderation*
- ① There are no extreme propogation of ideas  
 eg: As Socrates called "State as the end".
  - ② Indian ethics largely deals with an egalitarian mindset.
  - ③ As Grandhiji propounded - "Individual is the end and state is the means".

Indian Ethics, thus eroded the extremes of philosophy and called for moderation in all areas of thinking.

*Mention some instances where moderation is not desirable.*

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	3.5



Q.2) What do you understand by the concept of 'altruistic-hedonism'? Discuss in the context of public ethics. (10 Marks, 150 Words)

"Altruistic hedonism" refers to the concept of doing altruistic works or being a philanthropist along with following all pursuits of life.

Seeking Pleasure from Altruism

Altruistic hedonism is quite famous these days because of:

- ① Increasing involvement of corporates in public services.
- ② The intellectual arousal in rich people towards their duty for society.
- ③ The concept of balancing between altruism and hedonism.

Needs clarity

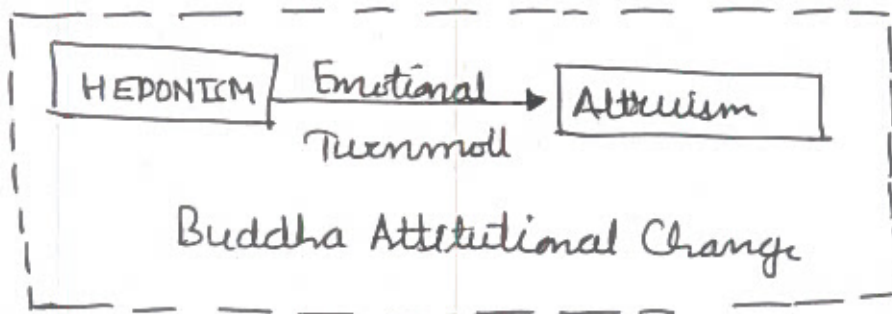
for example: Jack Ma, the former CEO of Alibaba, followed an altruistic life himself along with hedonism <sup>in</sup> at some sense like for his family, their studies etc.

Slight misunderstanding

Don't read altruism & hedonism separately. Hedonism, i.e. seeking pleasure in **ForumIAS** Altruism itself.

(Don't Write anything in this Area)

Altruistic hedonism in public ethics, has replaced by exclusivity of these two ideas, as propounded by Buddha.



Correct approach

It is necessary because:

- ① We live in a globalized world.
- ② We can't escape the extravagance of life at some points.
- ③ self-control to be preached, not the complete lack of something.
- ④ Madhyam Margā to be taken.

Altruistic Hedonism, thus is a growing idea, but it must be accompanied by proper checks to avoid hedonistic overpowering.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	3



Q.3) Socratic concept of "Ethical dying" is a principled leave-taking from life. Compare and contrast it with the Gandhian concept of Satyagraha and Non-violence.  
(10 Marks, 150 Words)

According to Socrates - "An unethical life is not worth living." Therefore, one is considered ethically dead if he/she has stopped striving for the ethical conduct.

The Gandhian concept of Satyagraha and Non-Violence are based on the following tenets:

- ① Tolerance towards all sections of the society but dalits, poor etc.
- ② Truth is the ultimate goal in a human's life.
- ③ Always be non-violent i.e., to treat it as a weapon of the stronger.
- ④ Always be ready to bear ill-effects consequences while being an aspirant of truth e.g. Lathi charge during Civil disobedience movement.

Slight deviation  
Discuss in relation to Socratic Concept of Ethical dying!

## Similarities between the concepts →

- ① They both strive to remain ethical in all circumstances.
- ② Follow just and fair means to resolve any conflict.
- ③ Being truthful towards the main goal.

## Contrast between the concepts:

① Socrates concept is "teleological" (i.e., only end matters)

Whereas Gandhi's concept is "Deontological" i.e., means are as important as ends.

② Consequence will be good if means are good and just is propagated by Gandhi.

Socrates had its eye only on the end (According to him "state is the end")

In a progressive society, where human rights are more valued, Gandhi's concept holds prominence.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	2.5

Refer model answer for correct approach





Q.4) "Great leaders not only possess Interpersonal intelligence but also Intrapersonal intelligence." Comment. (10 Marks, 150 Words)

Leaders are the ones who lead the underlying group towards a common objective. Great leaders are the ones who care not only about the objective but also his followers.

Great leaders possess interpersonal intelligence:

- ① They have "Emotional intelligence".
- ② They can understand others feelings and use it in guiding his decisions.
- ③ He can resolve conflicts amicably.
- ④ Team building is something he is good at.
- ⑤ Try to understand others perspective
- ⑥ He not only commands but also works earnestly with the group

First explain the meaning of interpersonal intelligence

⑦ Channelize energy of mates towards the goal.

⑧ Give others moral support

Great leaders intrapersonal intelligence

① He is self-aware and have good understanding of his feelings.

② He can self-regulate his emotions.

③ He is self-motivated towards the goal.

④ He is self-confident about his tactics.

⑤ He can control his stress and know about the cause and how to burst stress.

⑥ He can delay gratification

⑦ He is not a slave of his emotions.

Good leader is an amalgamation of interpersonal and intrapersonal qualities both as we saw in Mahatma Gandhi.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	4

Good points



Q.5) Value conflicts are common in the public sphere of life to everyone and a public servant is not an exception to this. What are the common value conflicts that a public servant faces? How can a public servant overcome those value conflicts?

(10 Marks, 150 Words)

Values are general, abstract, guiding forces which helps one decide what is right or wrong. for example - Honesty is a value cherished in all societies.

However, conflicts in values are also common due to coming of various circumstances dealing with things of similar nature.

EXPLAIN value conflict properly.

## Common Value conflicts →

① Eradication of Poverty or Environmental protection.  
eg: to provide housing to slum dwellers one has to cut forests.

examples are

② Openness or national security

Transparency is a foundational value whereas public servants are also bound by some secrets clause to preserve national security.

fine, but mention more

Also, Rule of law Vs Empathy, Compassion  
 Public interest Vs Personal Career etc.

**ForumIAS**

(Don't Write anything in this Area)

Mention appropriate ones

Give specific points  
 - Constitution, Laws  
 - Conduct rules  
 - Conscience etc

③ Sustainability or efficiency  
 The newer machines are replacing the sustainable cottage industries and sometimes are cause of pollution.

Overcoming these value conflicts:

① Not having a myopic world view.  
 - keeping the long term impact in mind.  
 for example: development at the cost of tribal displacement, ecological destruction etc is of no use.

② Guided by role models and other examples like Martin Luther King, Mother Teresa.

③ Being guided by Gandhi's Talisman.

④ Being "people Centric" and not "self-Centric".

A public servant must uphold Integrity as done by Narendra Kumar (IAS, Morena) in 2012, when he didn't care for his life to stop illegal stone mining.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	3.75



**Q.6) Probity is the synthesis of Integrity and fortitude. Examine. Does Integrity imply complete refusal to compromise? (10 Marks, 150 Words)**

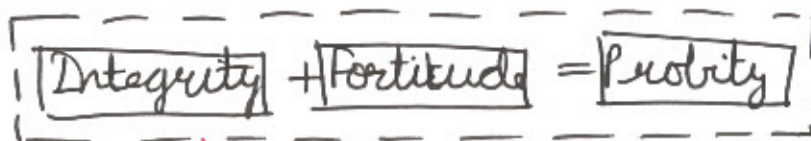
Probity refers to the qualities and the attitude which a person appointed to electd to a public office is expected to follow or observe.

Give appropriate definition

for example: Vinod Rai, showed impeccable probity in his behaviour in all offices. he was attached to and surfaced Coal Gate scam etc

Probity is a synthesis of Integrity and fortitude. Integrity refers to the quality of having no difference in what one believes, one says and one does. Whereas Fortitude is also the undeterred following of the ethical path and duties one is responsible for.

Here, integrity means consistency & fortitude means courage



Need clear illustration.

Integrity implies wholeness, which is an integration of ideals, rules, ethics, morals etc. As said by CHINUA ACHEBE -

"The biggest test of integrity is the blunt refusal to be compromised."

for example: Kiran Bedi showed utmost integrity in her work that as traffic Commissioner, she even towed car of Prime minister.

Integrity doesn't mean rigidity or stubbornness.

But, there may be circumstances, when one has to surpass some values and apparently seem as violation of integrity for example - to save a life one can overrun traffic signal. Therefore, there are exceptions.

As Gandhiji said, in the presence of a higher value of saving someone's life, the violated value doesn't remain violated.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	4



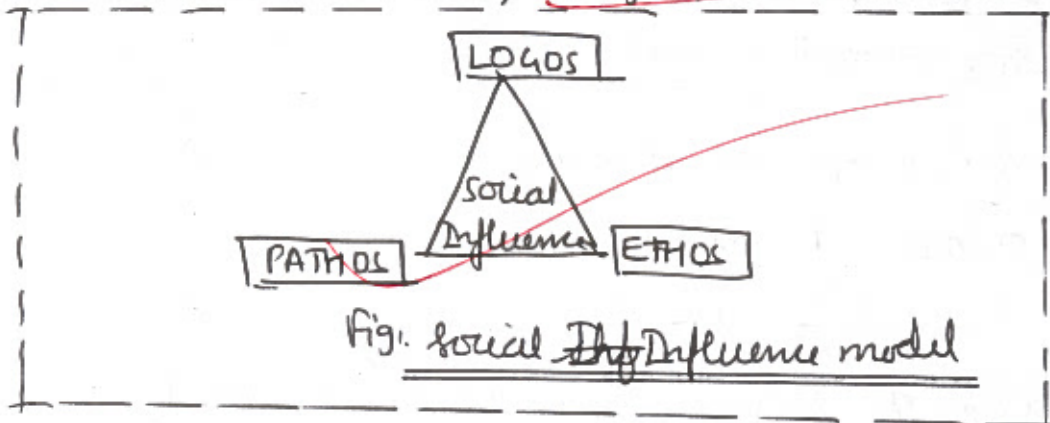
**Q.7)** Social Influence and Persuasion focus on ways in which behaviour of a group or an individual is influenced by outside factors. Explain how it can help in convincing people to work towards collective good? (10 Marks, 150 Words)

## Social Influence and Persuasion

refers to the process of changing the attitude and behaviour of one or more persons by one or more others.

As "Aristotle", puts it, it requires action at three levels i.e., logos, Ethos, Pathos

Explain



Influenced by outside factors:

- ① Coming in contact with persuader who may be powerful, attractive or credible.
- ② Due to social pressure from the outside factors.

Needs clarity

③ message characteristics also.

First explain collective good.

Convincing for collective good!

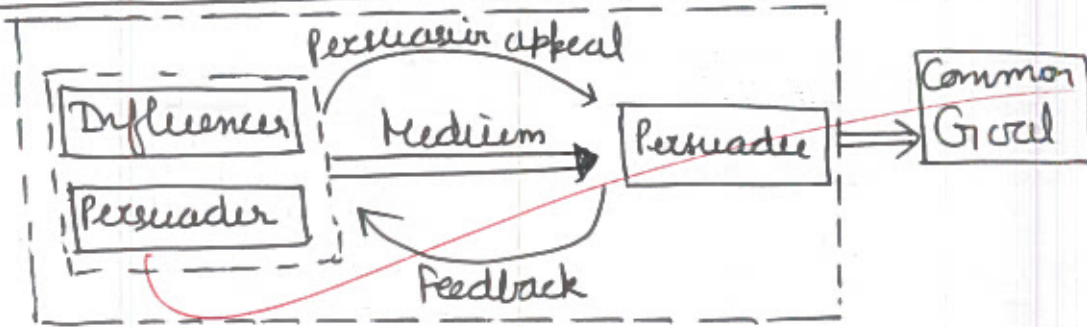


Fig. social influence

① Use of credible, powerful and attractive influencers  
 for example: Amitabh Bacchan for Swachh Bharat mission.

② Use of appropriate medium  
 for example: Radio in rural areas  
 'PH Manti Badi'

③ Making the message easy to understand.

④ Presenting both the sides to make it holistic.

⑤ Understanding of the psyche of the audience.

To make it successful, one must understand the primary interests of the audience.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	4

Good Points





Q.8) The greatest discovery of all time is that a person can change his future by merely changing his attitude. What is the importance of attitude in one's life? What important role does attitude play in one's success? Elaborate.

(10 Marks, 150 Words)

Attitude refers to the positive or negative predisposition to which decides one's response <sup>thought & emotions</sup> towards a particular person, place, event, or anything.

Attitude decides how a person can achieve the skills despite having APTITUDE.

for example: One can become a good batsman even without having aptitude for it by perseverance, earnestness and having POSITIVE ATTITUDE.

Good illustration

Importance of attitude in Life:

- ① It can decide one's satisfaction with one's life.
- ② It can drive one towards one's aspirations.
- ③ It can channelize energy in the desired direction.

- ④ It can help one have good interpersonal relationships.
- ⑤ It can help attaining professional success.  
for eg: Sachin Tendulkar's attitude toward cricket.
- ⑥ Resilience after setbacks.

## Role of attitude in success →

① It decides the height of success one achieves.

$$\text{Aptitude} + \text{Attitude} = \text{Altitude}$$

② Without it, one can become a frustrated individual.

give more dimensions

- Creative thinking  
- intrinsic motivation

Aptitude ↑	Frustrated Individual	Successful
	Good beginner	Satisfactory performance
	Attitude →	

Thus, attitude helps us to build my mind towards success and with positive reinforcement from the environment can make success easy.

### Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	3.75



Q.9) "In matters of conscience, the law of majority has no place." Do you agree? Substantiate with Example. (10 Marks, 150 Words)

According to ~~to~~ Pope John Paul II,  
"Conscience is the moral exchange of thoughts of man with himself. Man feel obliged to do what he thinks is correct and good."

Therefore, conscience drive us to something which we feel passionately about. But, there are circumstances when, one suppress their conscience and get guided by societal attitude and other outside factors to guide their ultimate action.

First explain the law of majority.

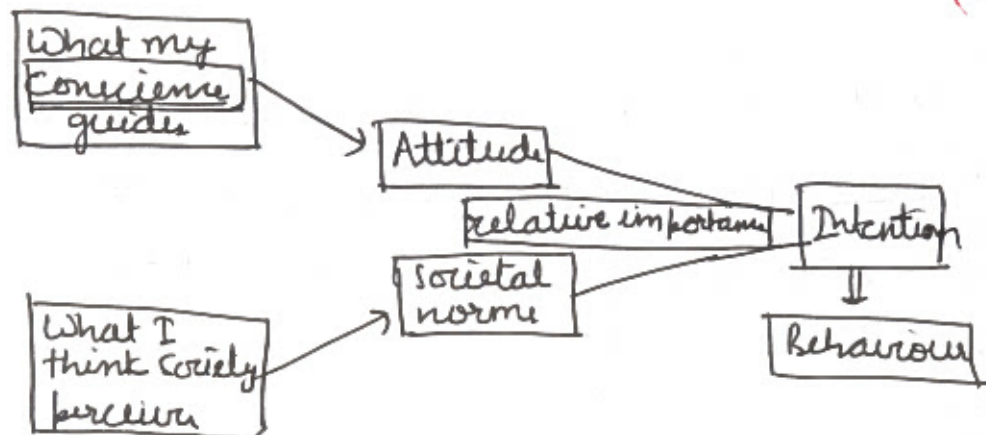


Fig: Conscience with outside factors

This illustration is related to Attitude - Behaviour link

Theory of reasoned action.

P.T.O.

Not relevant to this question.

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(Don't Write anything in this Area)

Elaborate the other side more.

for example: Khat Panchayats puts outside pressure on the conscience of individuals and compels them to do otherwise.

But, there had been personalities like

Rajaram Mohan Roy, who went against societal ethics and gave his conscience the foremost place i.e., protesting Sati which led to the Sati Abolishment Act, in 1829.

give more example.

But, one must always be guided by

Conscience →

- ① Morale will remain upheld.
- ② Individualism will get prominence.
- ③ Can help bring reforms.

"There is no other greater court than Court of Conscience" said Mahatma Gandhi. Therefore, conscience must be allowed to review one's actions.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	3.75



Q.10) "We are what we repeatedly do. Excellence, then, is not an act, but a habit."  
Elaborate this Aristotelian ethics with examples. (10 Marks, 150 Words)

Aristotle idea of Virtue is what we practice, we attain it as our habit.

for ex: if we habitually practice temperance, we become 'temperant'.

for ex: if we remain truthful in all circumstances, then we attain virtue of 'truthfulness'.

Good

Excellence refers to the quality of "doing best in one's job". It so occupies three domains within it - Effectiveness, Efficiency and Economy.

Excellence can't come suddenly but it must be approached in a systematic manner everyday →

① Guide every action under its best version.

- If you do a right deed again & again, it will become part of your value system, character & personality.*
- ② Follow excellence in every value, every circumstance, in every manner  
 for ex: To be a good professional one must be a good in personal life as well
  - ③ Leave no opportunity to improve.
  - ④ Leave no area with substandard results.  
 for ex: One must always be punctual even if you come late.
  - ⑤ It will become cognitive element.

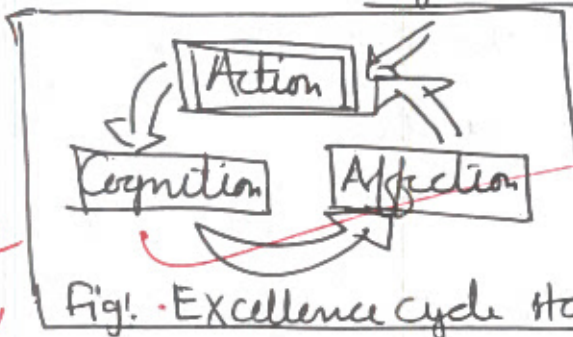


Fig: Excellence cycle starting with Action (Habit)

Excellence, is to be integrated and internalized in every way by making it a habit. As said correctly ⇒ "We are what we preach". *Practise*

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		<b>Total :</b>	<b>4</b>



Q.11) "Civil Service is not about absolute impartiality but is about partiality towards justice." Examine. (10 Marks, 150 Words)

"Civil service is not just about doing your duty with efficiency and honesty, but it is complete dedication to the citizens and the nation" Maxis Maine.

Civil servant : Absolute impartiality:

- ① Being Following objective criteria in decision making.
- ② Not being biased towards anyone on the basis of race, sex, colour etc.
- ③ Not following a particular ideology and serving only that.
- ④ Remain non-partisan in political arena.

Issue arises! when the disadvantaged sections are not given chance to uplift themselves under the garb of

You need to discuss the importance of impartiality

absolute impartiality.

Illustrate

## Civil Service: Towards Justice:

① A civil servant must maintain corrective justice.

for ex: Believing in distribution of wealth by to vulnerable [by promoting the such to donate, volunteering etc.]

② A civil servant must follow distributive justice if everyone such get benefit of development.

③ Upholding Ideals contained in Article 15, Article 16 (to provide equal opportunity and special provisions for weak)

④ No one to be discriminated in the service of delivery of public service.

Thus, a Civil servant must uphold JUSTICE while discharging his duties according to Nolan Committee guidelines

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	3.75

You need to mention values

such as equity, empathy, compassion

give examples of affirmative actions





**Q.12)** Discuss the menace of corruption in public life. Also critically examine the measures taken for ensuring probity in governance. (10 Marks, 150 Words)

Corruption refers to the act of ommission or commission at the level of belief, thought or actions in the pursuit of 'Artha' and 'Kama' (bodily and sensual pleasures) in complete violation of 'Dharma' (ie, morals).

## Corruption in Public life:

### ① Historical basis

- ▶ Corruption existing since Mauxyan times as mentioned by Chanakya.
- ▶ During Britisher, the public service went all corrupt.

### ② Economic reasons:

- ▶ Lack of remuneration
- ▶ Incredibly standard of living.

### ③ Social reasons:

- ▶ Social acceptance of Corruption

⇒ COLLECTIVE Corruption

- ▶ Not detested by the public

Give examples

Discuss instances of corruption not the reasons

⇒ leading to inefficiency, lack of trust,  
 other menace in public service.

Measures taken for ~~monitoring~~ <sup>ensuring</sup> ~~transparency~~ <sup>credibility</sup>

Mention some Anti Corruption Laws

- ① Digital India Mission (especially at the grass root level)
- ② e-Samiksha portal
- ③ PRAGATI portal } to monitor real time status of programs
- ④ CPGRAMS [ Grievance redressal ]
- ⑤ GeM portal [ online procurement ]
- ⑥ Direct Benefit transfer (DBT)
- ⑦ JAM trinity (Jan Dhan Aadhaar Mobile)

Effectiveness	Deficiency
① Deterrence is created eg: Project INSTANT (income tax) ② SOP is determined. ③ Greater monitoring.	① Still the lacunae remains. ② Real Estate sector remains unmonitored. ③ 360 Degree is still not mandatory for civil servants.

Behavioural change through moral education is required.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	3.5



Q.13) What is the present perception of public administration in the view of the general public? How can we reconcile "public" and "administration"?

(10 Marks, 150 Words)

"Administration" refers to not just "scoring" but it includes a group effort, with predefined relationships towards a common goal.

Public administration adds 'public' to the 'administration' which means:

- ① Resource: belong to public.
- ② Objective: to be in people's interest.
- ③ Methods: to be just and fair toward welfare of people.

Perception of general public

- ① Elite position of the administrators.
- ② Non participatory approach.
- ③ Non-transparent working.
- ④ Lot of red-tapism that people feel frustrated.

Good

- ⑤ Move from pillar to post to get work done
- ⑥ No timelines.

## Reconciling 'public' and 'administration'

- ① Adequate training during orientation sessions.
- ② Mentorship in the later stages.
- ③ Efficient role modeling of public servants like Narendra Kumar, Satyendra Debroy, U Sugayam, etc.
- ④ Moral Education regarding the values of transparency, sacrifice, empathy, cooperation, tolerance, Timeliness etc.
- ⑤ Making "servotam Model" the basis of public service delivery. Citizens Charter

Public administration, to be reconciled with public by involving public in administration for eg: Community policing etc.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	4

Also:  
- RTI  
- social  
- audit  
- principles  
of  
(good  
governance)  
by  
World  
Bank.



## Section - B

Q.14) Government of India decided to come up with a plan to de-radicalise youths influenced by extremist groups to join their terror outfits. Under this plan, a separate department was established under Home ministry. You are assigned a senior position in a newly created department. The department, thus created, was responsible for monitoring, counselling and rehabilitation of youths who were apprehended on their way to join terror outfit. Afterwards they were returned to their family members and were given an opportunity to start afresh.

One such incident comes to your notice where Mr. X who is a doctor by profession and was returned to his family members. He was intercepted and apprehended by security agency in Turkey while on his way to join ISIS in Iraq. However, after his rehabilitation, Mr. X found it difficult to adjust. No one was ready to hire him. He and his family witnessed nearly a social boycott.

You are the officer designated to monitor the progress of Mr. X. You received a credible intelligence report that owing to lack of social support and promising future prospects, once again he is in touch with terror outfit. You reported the whole matter to your immediate senior who shrugged it off and replied that Mr. X deserves this treatment owing to his misplaced allegiance and mistake. He ordered you to stay quiet and let Mr. X go about his business and, makes a promise that if he makes moves to join terrorist organisation, he will be arrested and put in jail.

- a) Would you adhere to your senior's order? Give reason(s) for your choice.  
 b) What are the ethical dilemmas before you? How will you resolve these?

(20 Marks, 250 Words)

Radicalization is a major issue especially in today's digital era. A similar program is being organized by Maharashtra ATS (Anti terrorism squad), where individuals in conned with terror outfits are rehabilitated.

Stakeholder

① Me (senior position holder in department)

*Intro  
Can be improved!*

- ① Mr X (victim, doctor by profession)
- ② Mr X's family
- ④ My immediate senior.
- ③ New department.
- ⑥ Terror outfit.
- ⑦ Society as a whole

A) I would not adhere to my seniors order and follow the following course of action

- (i) Again contacting Mr X for enquiry.
- (ii) Put them again in a rehabilitation program.
- (iii) Counselling at all levels and by greater experts.
- (iv) Avenues for his further employment
- (v) Tackling social acceptance.

Merits →

- ① I will uphold my responsibility to monitor Mr X's progress.
- ② I will abide objectivity and tolerance towards ~~them~~ him.

- ③ Will prevent any national security threat in future by his side.
- ④ Not stopping him, will encourage more radicalization.
- ⑤ The Anti-radicalization nature of the program gets lost.
- ⑥ Will uphold my "spirit of service"

Good points.

## [B] Ethical dilemmas

- ① Duty versus senior order.
  - My duty demands me to address the issue.
  - My senior order me to stay quiet.
- ② Short term evasion vs. Long term damage.
  - In the near future, might pose danger.
  - But in the future, he may help ISK to create havoc.
- ③ Dereliction of duty vs. Conscience.
  - My Conscience wants me to act.
  - While the circumstance forcing me to derelict my duties.

Proactive  
VS  
Reactive  
approach.

Also, National Security interest VS. Individual interests

How I will resolve it: Immediate

① At personal level

- (i) ~~Contacting Max and his family.~~
- (ii) ~~Talking to Max one-to-one basis~~

② ~~Asking him to go the program once again~~ Re-counseling

③ ~~Arranging some appropriate job for the time being may be in the police department or army on a temporary basis.~~

④ Public awareness

Long term

① Creating social acceptance

- Awareness generation
- By addressing it at public forums like Nekkad Nakad, Suraj Kund melalle

② Using social influence

eg: PM Mann ki baat

③ Involving corporates → to skill them and providing job to them under CSR.

De-radicalization requires a multi level effort, there all should unite to address it.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	<u>8.5</u>

good points



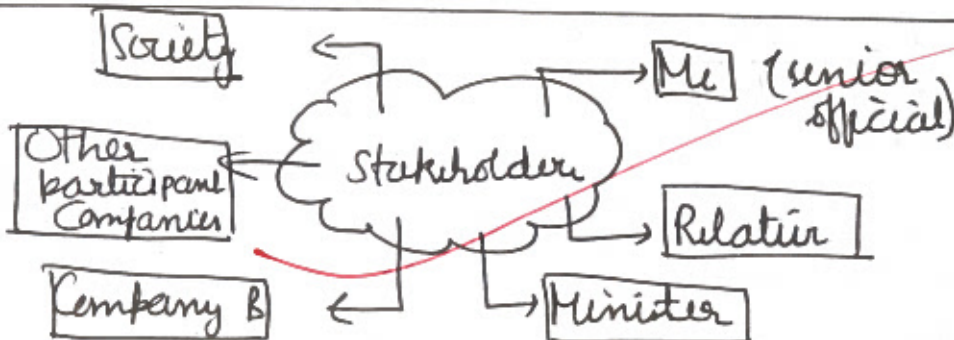


**Q.15)** Government has issued a tender for a mega road project. As a senior official in the Ministry, you are responsible for issuing the notice, examining the prospective tender offers and selecting the final vendor for providing the services. You are an upright officer. One of your relatives owns an infrastructure company and his company have applied for the above mentioned contract. After preliminary examination, you have reached the conclusion that your relative's offer best suits the government requirement. Initially, you had taken enough care that you are not at all instrumental in helping your relative.

The Minister in charge of the Ministry wants you to allot the contract to the company of his choice-Company B. The said company has no previous experience in the field of Infrastructure. For contract to be allotted to company B, even the pre-established criteria may have to be changed. Therefore, you suspect the promoters of the company have made generous donations to ruling political party. The Minister is promising you career advancement in lieu of complying with him.

- a. Critically examine various conflicts of interest and explain what your responsibilities as a public servant are.
- b. Faced with this situation, what will you do? (20 Marks, 250 Words)

As a senior official in the Ministry, it is my duty to handle the situation objectively, transparently, neutrally and with upmost integrity. I will decide to try my best to uphold the due process so that the deserving company gets the contract.



## (A) Various conflict of interests

### ① Intellectual Integrity vs. departmental ethics

- It compels me to follow due process
- Uphold Integrity.

- Want me to favour random company B
- Will jeopardise my values.

Lacks Clarity

### ② Integrity vs. wish of popular leader

- to decide objectively.
- to select the Company who best deserves it

- Select an inexperienced Company.
- May go against public interests.

### ③ My values vs. Job promotion (Personal benefit)

- My Code of Conduct will be jeopardised
- Will set a bad precedent if risked.

- at the cost of my values
- My conscience will beckon me everyday

### ④ short term gain vs. long term damage

- promotion

- my reputation will be hurt.
- make me Open to

~~Further such favours  
in future.~~

My responsibility as a public servant:

- ① To uphold my values in every situation.
- ② Give a honest appraisal about the desirability of the company.
- ③ To follow the standard operating procedure.
- ④ To do what serves best in public interest.
- ⑤ Promotion only on the basis of merit will be accepted.
- ⑥ To maintain dignity of my chair.
- ⑦ I should deal the case with honesty and integrity.
- ⑧ Will give a good precedent for others to follow.
- ⑨ Being "Excellence" in the ministry.

Good Points

(B) What I will do →

① Approach the minister

(i) About the requirements.

(ii) How the relative company fulfilling it.

(iii) Make detailed Report → to avoid any suspicion of me favouring my relative

(iv) Report to be approved by External agency.

(v) How 'B Company' is not according to the requirement.

② If minister doesn't get persuaded, I will ask other department members to

create pressure. *Persuasion that it may bring negative reputation to the ministry.*

③ Will take help of other ministers through proper channels.

④ I will try my best to get the desired company selected by utilizing all legal resources.

If everything fails, I will take help of external agencies, companies to create public pressure.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	8

*You should declare your conflict of interest because your relative*

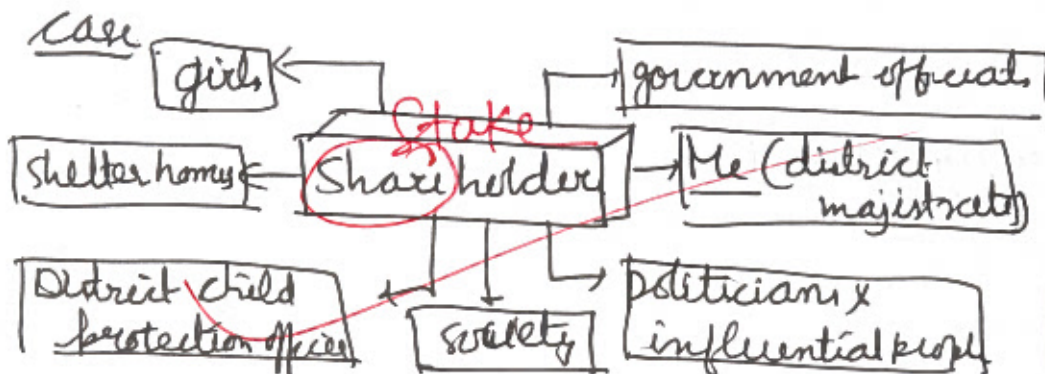


**Q.16)** A social audit was conducted by a reputed national institution for all state funded shelter home for girls in your district. The audit has pointed towards possible sexual abuse of girls living in a particular shelter house located in a posh locality near district headquarters. The shelter home is run an influential person who has political connections with big politicians and has a good influence on government officials including district child protection officer. It is in the news that district child protection officer is involved in the case as an accomplice with shelter home owner. Also news is coming of involvement of politicians and government officials in the case. An FIR has also been registered by the auditing institution with the nearest police station.

- As the district magistrate, what actions will be taken by you in the case? Also provide the objective behind the actions taken by you.
- The investigating officer of the case have cited the political pressure on him due to the ongoing investigation of the case. Also as the District magistrate, you are also getting frequent calls from influential persons pertaining to investigation for removing their names from investigation. What measures will be taken by you to ensure free and fair investigation without any influence?
- Discuss the safeguards that should be put in place to make sure that such cases do not occur in the future.

(20 Marks, 250 Words)

Shelter homes, are the only resort available for vulnerable children for a hope to see a brighter future, such cases tarnishes their efforts. The recent audit of shelter homes in Bihar and UP by TISS Kashish Team reflects the similar



(A) Actions to be taken by me.

- First rescue & rehabilitation girls.*
- ① Immediate monitoring of the shelter-home to prevent any ongoing abuse.
  - ② Provide shelter homes 24x7 vigilance.
  - ③ My duty is to ensure free & fair investigation of the case.
  - ④ Constituting a committee to validate the matter.
  - ⑤ Adhering to WHO norms for handling children, to prevent HIV in them and being empathetic.
  - ⑥ Not be swayed by any political pressure.
  - ⑦ Documenting every evidence in safe manner that no further manipulation possible.
  - ⑧ Consulting seniors to learn from their experience.

Objective Behind

- ① My duty to provide safety and protection to the children.

- ② Being empathetic towards the victims
- ③ Handling issue objectively, undeterred by any pressure.
- ④ To uphold my code of conduct.
- ⑤ Maintaining neutrality and nonpartisanship.
- ⑥ Be responsive to the victims involved.

Good points.

(B7) For free and fair elections:

- ① Providing safety to the ~~to who~~ Auditor.
- ② Providing safety to the victims and the witnesses.
- ③ Not allowing any contact of the people suspected with witnesses.
- ④ Any suspected manipulation to be prevented
- ⑤ To arrange appropriate force to handle any popular agitation as they are influential people.
- ⑥ Appraise Media about ~~at~~ appropriate reports.

investigation

investigating officer

Discuss in relation to investigating officer & yourself.

## (C) Safeguards

### ① Teaching about sexual education

As started by Delhi Government to make children aware about good and bad touch.

### ② Making auditing of shelter house periodical

③ Make the choice of shelter random for auditing using technology

### ④ Including trained women from NCOs

to repeatedly connect with girls to inform many harassment

⑤ Punishment (strict) to the culprits to create deterrence in future.

⑥ Awareness generation about punishment and also about the case in other states. (Community Policing)

⑦ Trained officials to handle such case.

I will try my best to provide them justice at any cost.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	8





Q.17) You are the Head of Department in a University. Recently, a clerical staff in your department was terminated from the job as he was found under the influence of alcohol during office hours. In the previous month there were a lot of complaints regarding his poor quality of work, tardiness and some incoherent behaviour. Later you came to know that this change in behaviour was concurrent with the death of his wife after a prolonged illness. It has also made him debt ridden. This may be further compounded by the fact that he has a daughter to marry off soon and a handicapped son to take care of.

He desperately needs a job. He has applied for a position at a private University and has already given your name as a reference. He pleads you to give him a good recommendation and not mention his drinking, which he assures you are now under control. He also asks you to mention that he voluntarily left the University to address a family medical crisis and that the University was pleased with his work. You like this person and believe that he is a good worker when he is not drinking. But you doubt whether he has really overcome his drinking problem.

Valid arguments can be advanced, both, for rejecting his plea with the consequence that his condition may become even worse and for accepting his plea with a noble intention, but keeping the third party in the dark.

- a. What could those arguments be?  
b. Could there be any better way to get out of this dilemma? If so, outline the main elements of this third way, pointing out its merits: (20 Marks, 250 Words)

The above case entails, the termination of a clerical staff due to drinking due to unfortunate circumstances. My duty here is to balance my compassion towards the person and also my uprightness of position.

Stakeholder

- ① Head of Department (Me)
- ② Clerical staff.
- ③ His family → daughter  
Handicapped son.

- ④ Private university.
- ⑤ Society at large.

### (A) Arguments for rejecting his plea.

- ① I can't risk my integrity by telling a lie.
- ② I can't keep the other party in dark.
- ③ I can't trust him if I have doubt that he hasn't recovered.
- ④ If his condition deteriorates in the new university  $\Rightarrow$  My reputation will be at stake.
- ⑤ It will be against my honesty and principle of Objectivity.

### Arguments for accepting his plea.

- ① Being compassionate with his condition.
- ② Helping him in coming out of debt.
- ③ Helping his family  $\rightarrow$   
- Marriage of his daughter

- His handicapped son.

- ④ Will give him chance to recover.
- ⑤ Trusting him that he has drinking now under control.
- ⑥ I will show empathy and my conscience will not prick me for not helping him.

been

(B) Better Way:

Outline of the third way

- ① I will clearly appraise him of the fact that I will not lie to the private university.
- ② I will ask him to arrange a recovery certificate and HELP him in the process  $\Rightarrow$  to remove my DOUBT.
- ③ If the certificate favours recovery  $\triangleright$  I will tell the university about his background.

medical certificate rehabilitation

Written from <sup>Commitment</sup> him before appointment.

Take

▶ Also that he is a GOOD WORKER.

④ ① certificate doesn't support recovery

- Help him to enroll in a rehabilitation camp

- Help him family by a collective

effort eg: fund raising in the university

for that time.

Merits

① Will uphold my integrity.

② Will help me maintain my upright position.

③ Will not be required to tell a lie and maintain truthfulness.

④ He will get a chance to actually improve for after the demise of his WIFE.

I will try my best to genuinely improve his position and his family's condition.

Also, my empathy & compassion is reflected.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	8.5



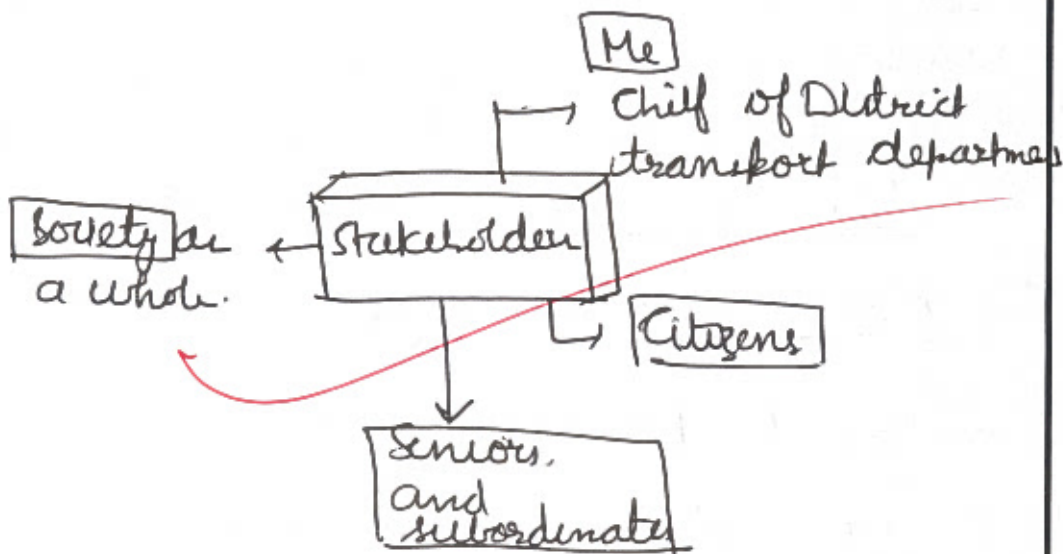
**Q.18)** You are the Chief of District Transport department, who issues registrations for motor vehicles. The office is plagued with corruption, delays and arbitrariness. Some of the citizens complained that the absence of citizen charter in the office is the reason for all the other issues. You have decided to draw a citizen charter for the office. Your seniors and subordinates are also ready to support you in this regard with capacities, facilities etc.

- Draw out a citizen charter for your organization and list out its merits.
  - What are the difficulties you think could occur in implementing the charter?
- (20 Marks, 250 Words)

As a chief of District Transport department, it is my duty to provide easy and seamless transport facilities to the citizens. As the feedback from citizens suggest, I will fulfill my duty to frame and implement the Citizen charter.

eg: Delhi Bus Service Citizen Charter

Define  
Citizens'  
Charter:



(A) Citizen Charter will have the following attributes →

Draw in a

① The Vision and Mission of the department - to provide easy, affordable seamless transport services (Registration services)

Tabular form

② Grievance Redressal Mechanism to file cases of

- (i) Corruption
- (ii) Delay
- (iii) Arbitrariness


③ Timeline for the resolution of case

④ Quality of services provided

⑤ Compensation if the issues don't get resolved on time. Also, mention documents/fees required.

⑥ Adequate mechanism to audit and check corruption and arbitrariness

⑦ Use of technology for complaint filing.

⑧ Timeline to periodically review

⑨ Feedback mechanism to improve

## Merits

- ① Citizen Centric Approach
- ② Moving towards good governance.
- ③ Will uphold the "spirit of service"
- ④ Assurance and Reliability of ~~service~~ service, will be maintained
- ⑤ Responsiveness will be maintained.
- ⑥ Public participation is included

## (B) Difficulties

- ① Coordination between the ~~of~~ different stakeholders → driver, passengers, conductors, auditors etc.
- ② Seamless Grievance Redressal mechanism is difficult to maintain.
- ③ Technological advancement will be required.

It's registration dept. only.

- ④ Awareness about the charter.
- ⑤ Training of the people involved.
- ⑥ Monitoring of the process.
- ⑦ Revision of the charter to make

it better. *Setting unrealistic targets*

I will try my best to not treat charter as an end but as a means to provide better services..

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		<b>Total :</b>	<i>7.75</i>





Q.19) You have been appointed by the Election Commission as a booth level officer to oversee the conduct of elections in a remote and under-developed area. For the preparations of elections, you have been instructed to ensure maximum voter turnout. For this, you conduct a series of meetings with the people in villages encouraging them to vote in large numbers. However, they confront you with the fact that despite so many previous elections, the promises made by representatives remain unfulfilled. And even the basic necessities of livelihood are not available. As such, they are not forthcoming even to listen to you, let alone giving assurances to participate in voting. Based on this information, answer the following questions:

- Identify the stakeholders in the situation along with their interests.
- How will you convince the people and ensure maximum voter turnout?

(20 Marks, 250 Words)

The above case represents the common people with remote area, where voter bank ~~has~~ remained neglected and people due to this ~~to~~ become indifferent to democratic process

Give better Intro.

[A] Stakeholders with Concerns

① Election Commission → to conduct election in every part of the country-

• Free and fair elections.

• Timely completion

• Maximum voter turnout

- maximum voter turnout

## ② Booth level Officer (He)

- Conduct election in the area
- Ensure the delivery of my duties
- Maximize voter turnout.

- To convince villagers.

## ③ Villagers

- neglect
- not interested in elections
- under-developed.
- Not good performance in previous elections
- basic necessities remain unfulfilled
- promises remain unfulfilled.

Seek development

## ④ Politicians

- not giving attention to them.
- Seek their votes.

(B) To convince them

① Use Appraisal Election Commission of the issue.

② Ask local leader to meet you and coordinate with them

③ Invite political leader to ~~talk~~ address the issue.

~~Use it~~

④ Use Nuktad Natak

folklore  
children drama  
etc

to convince them.

⑤ PM Man ki Baat to make them aware

⑥ Use of CSO and NCD

⑦ Giving positive examples like

Kondagaon that benefited Aspirational dist Mah.

(Village head)

You may rope in Aanganwadi & A.S.H.A workers.

Tell them about (NOTA)

There's not enough time

I will use technological tools like movies etc to make them understand the value of their vote.

Feedback ( For OFFICE use only )

Structure		Content	
Question Interpretation		Total :	7.75

Companion  
 Courage / Fearlessness  
 Spirit of service  
 sense of mission  
 Devotion  
 Dedication

काम्य  
 Reliability  
 Assurance  
 Tangible  
 Empathy  
 Responsiveness

उद्योग  
 selfless  
 Honesty  
 Accounts  
 Integrity  
 L'ship

पारदर्शिता  
 Timeliness  
 Active disclosure  
 Reliability  
 Empathy  
 Info dissemination  
 Character

legality  
 Efficiency  
 Ethical  
 Economic  
 Excellence  
 Rationality

**IMPORTANT : We've made some changes to MGP**

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 Tolerance  
 Transparency  
 Impartiality  
 Integrity  
 Accountability  
 Non-partisan

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## Mentor Feedback Questions

- 1 .....
- 2 .....
- 3 .....
- 4 .....
- 5 .....

## Test Goal

- 1 .....
- 2 .....
- 3 .....

## Outcomes

- .....
- .....
- .....
- .....

## Marking Scheme

Marks	Good	Average	Below Average
10 Marker	3.75 – 5.0	3.0 – 3.5	< 3.0
15 Marker	5.75 – 7.0	4.0 – 5.5	< 4.0

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