

Test Code: 21101

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

ForumIAS

ACADEMY

GENERAL STUDIES

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Time Allowed: Three Hours

Maximum Marks: 250

INDEX TABLE**INSTRUCTION**

Q. No.	Max. Marks	Marks Obtained		
1			<p>1. Do furnish the appropriate details in the answer sheet (viz. Name, Email, Roll No, Mobile).</p> <p>2. There are NINETEEN questions printed in ENGLISH.</p> <p>3. All questions are compulsory.</p> <p>4. The number of marks carried by a question/part is indicated against it.</p> <p>5. 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.</p> <p>6. Word limit in questions, if specified, should be adhered to.</p> <p>7. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off.</p>	
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			ECN CODE:	Evaluation Date:

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

ADDITIONAL COMMENTS

Section - A

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

Moderation refers to a middle (10 Marks, 150 Words) between deficiency and extreme.

eg. Cowardice and Recklessness → Moderation is Courage.

Indian Ethics - Moderation as Morality

① Buddha

1. preached Middle path of conduct
→ Neither asceticism nor hedonism
Eight fold path of moderation as the means for nirvana

② Sikhism

Emphasized householder's life, emphasis on charity and character
→ did not demand followers to renounce world!

③ Hinduism

1. 4 ashramas or stages of life
- Brahmacharya, Grihastha, Vanaprastha and Sanyasa
2. 4 goals Purushartha - Dharma, Artha, Kama, Moksha

Thus, recognized material desires as well as spiritual salvation

- ④ Moderation seen in tolerance of other religions and secularism
→ no ~~attempt~~ attempt to erode beliefs
- ⑤ Indian Islam - rejects extremism
→ Despite 2nd largest Muslim population, very few incidents of radicalization

Thus, moderation is a fundamental feature of Indian ethics, similar to Aristotle's Golden Mean, which stresses moderation as the key to virtue

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

Q.2) What do you understand by the concept of 'altruistic-hedonism'? Discuss in the context of public ethics.

(10 Marks, 150 Words)

Altruism is the ethical theory which holds that: consequences of our action for others except ourselves determine its ethicality.

Hedonism is unrestricted pursuit of pleasure - action which increases happiness is considered ethical.

Altruistic Hedonism

Altruism + Hedonism

- The action which brings greatest happiness to others is ethical
- Our duty is to work for happiness of others.

Application to Public Ethics

① Public servants - bear accountability to public - their duty is to secure public welfare

② Thus, by making people happy, they fulfil a key part of duty - (Kantian deontological theory)

eg By providing free recreation like parks - public satisfaction rises

Limitations

1. Welfare requires that even unpopular decisions must be taken which reduce happiness

eg censorship of internet due to riot

2. Pursuit of happiness may bring short term gain but long term pain

eg reduction in tax - in long run, services will become of poor quality

Thus, public servants must balance altruistic-hedonism with welfare of the nation, rather than simply taking hedonistic path

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

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)

Socrates bravely accepted his death sentence at the hands of Athenians without compromising on the principles he believed in.

This is Ethical Dying -

'It is better to die on one's feet than live on one's knees'

Gandhian Satyagraha, Non-Violence

Satyagraha or soul force is the love for truth or justice.

It rejects use of violence - rather than take life unjustly, it is preferable to die ethically.

Comparison

- ① Both believe in adherence to principles over living unprincipled life.
- ② Both reject use of violent, unjust means to save oneself.
- ③ Based on belief - It is better to suffer injustice than inflict it on others.

Contrast

Satyagraha, Non-Violence

1. Truth is more important than principles
2. ~~It~~ Encourages struggle through peaceful means for truth

Ethical Dying

Emphasis on one's principles - may not always be right
 Does not struggle for truth - accepts one's fate

Thus, ethical dying, though sharing Gandhian values, is a more passive form of resistance, whereas Gandhiji said Satyagraha is active, ~~is~~ only a weapon for the strong

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	



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

Emotional intelligence, the art of understanding and managing emotions in oneself and others, is a hallmark of great leaders.

eg: Gandhiji - inspired millions to give up their jobs to struggle against colonial rule.

Interpersonal Intelligence

① Empathy - to understand emotions of other people.

eg PM Modi ~~was~~ motivated people to clean Ganga by invoking their sentiments toward 'Ganga Mata'

② Social skills - To be able to respond appropriately to others, to encourage them toward common goals.

eg Elon Musk is able to motivate his employees for 100 hours workweek

Intra-Personal Intelligence

① Self Awareness - They realize and perceive the emotions they

experience, and the cause behind them.

② Self Management - They are able to control and regulate their response by regulating impulsive emotions

③ Self-Motivation - The emotions are harnessed toward achieving goals.

eg After Edison's factory burned down, he immediately re-started all his experiments rather than giving up or feeling sorry for himself.

Thus, great leaders know themselves and others to be able to achieve their goals

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

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)

Value conflict is a situation in which one is forced to choose between 2 or more competing values. Whatever one chooses, there must be some compromise on a principle.

Value Conflicts of Public Servant

① Personal Integrity v/s Professional Career
eg compromise rules to benefit ruling party, but betray one's conscience
→ such as unfair contract allocation

② Public duty v/s Professional ~~Interest~~ Duty
Duty to work for welfare of people, or to obey elected representative
eg A scheme which is populist and harmful in long run.

③ Public Welfare v/s Self Interest
Use of one's position for personal gain, at cost of social welfare
eg allotting contract to firm in

which one's spouse is shareholder.

Overcoming Value Conflicts

- Step 1: Honesty: To acknowledge there is conflict
- ↓
- Step 2: Transparency: To disclose conflict to ensure there is no loss of public trust
- ↓
- Step 3: Integrity: To resolve conflict, in fair manner
eg Judges recuse from cases in which they have some personal stake.
- Step 4: Set up mechanism to ensure conflicts are dealt with in future on these lines.

Thus, value conflicts are inevitable, but they must be handled ethically.

Feedback (For OFFICE use only)

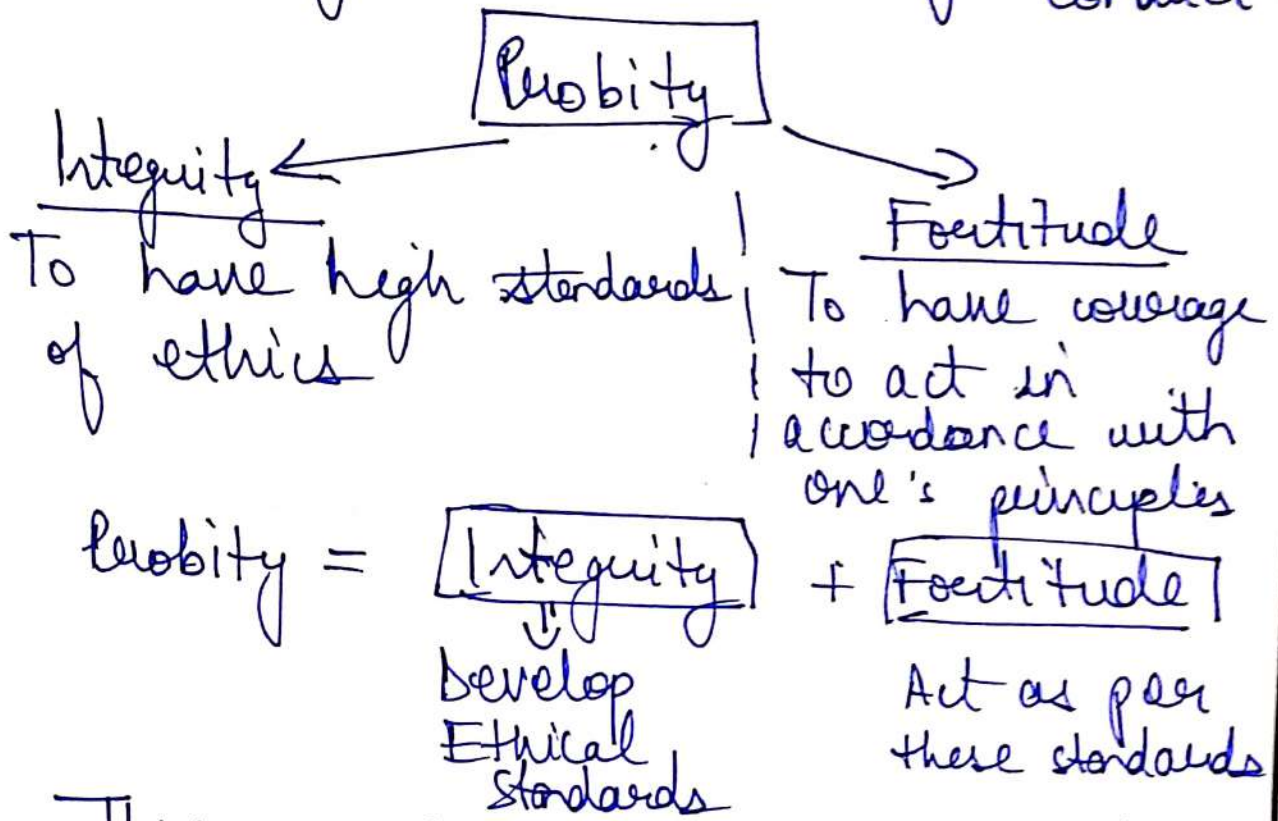
Structure		Content	
Question Interpretation		Total :	

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

Probity means to hold oneself to the highest standards of moral conduct.



Thus, probity is the cumulative result of integrity and fortitude.

Integrity

Action in accordance with standards eg Refusal to favour ruling party by EC in elections

Integrity and compromise

Integrity does not compromise on ethical principles.

However, integrity means acting to ensure that principles do not result in harm for others also.

Thus, it is NOT complete refusal to compromise
eg An officer may believe in freedom of speech.

But, he/she may take a person into detention for inciting hatred, to protect public from violence.

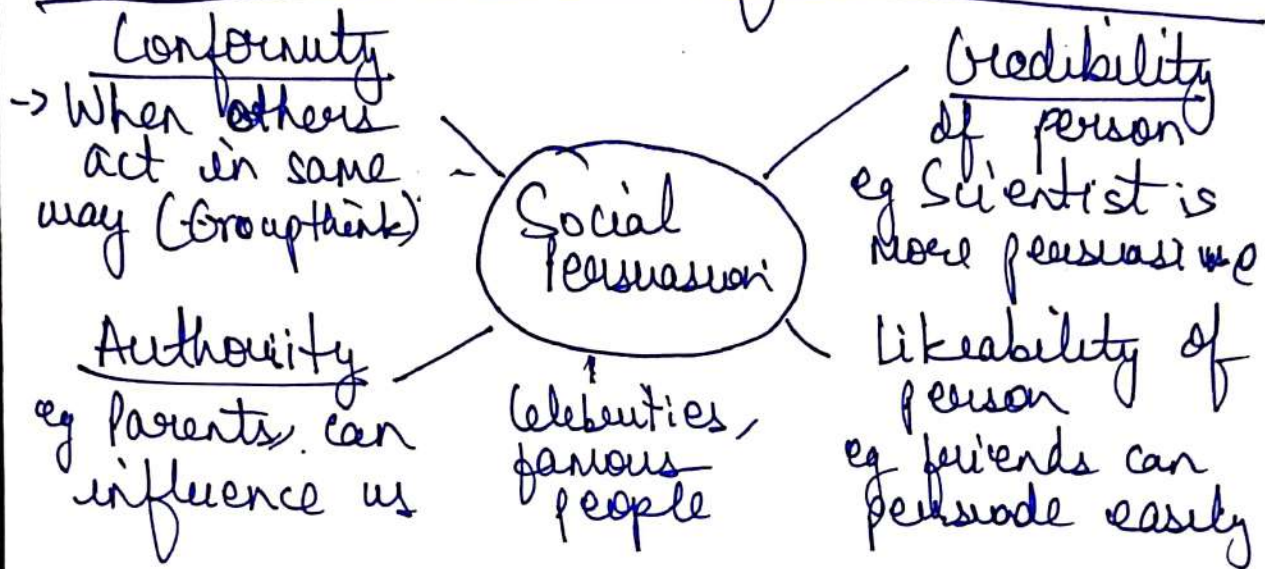
Thus, integrity means pursuing the most ethical course of action in a conflict, even if it compromises on certain other values.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

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, persuasion refer to the impact others have on one's attitude and beliefs.



Social Influence - For Good

- ① Through Authority: Eg People can be encouraged to work for good
eg PM Modi asked people to 'Give it Up' for LPG subsidy - 10 million people did
- ② Through Credibility eg Anitabh Bachhan in Suachh Bharat Ads encouraged use of toilet.

③ Through likeability : Eg Afroz Shah of Mumbai inspired people to clean up Vellova Beach - won UN Award.

④ Through conformity : Eg in Japan, it is considered essential to help others even if it inconveniences oneself.

Social persuasion is a powerful tool which can also be misused - eg Nazis, ISIS used it for violence, genocide.

It can play a role to inspire people to work for collective good.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

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)

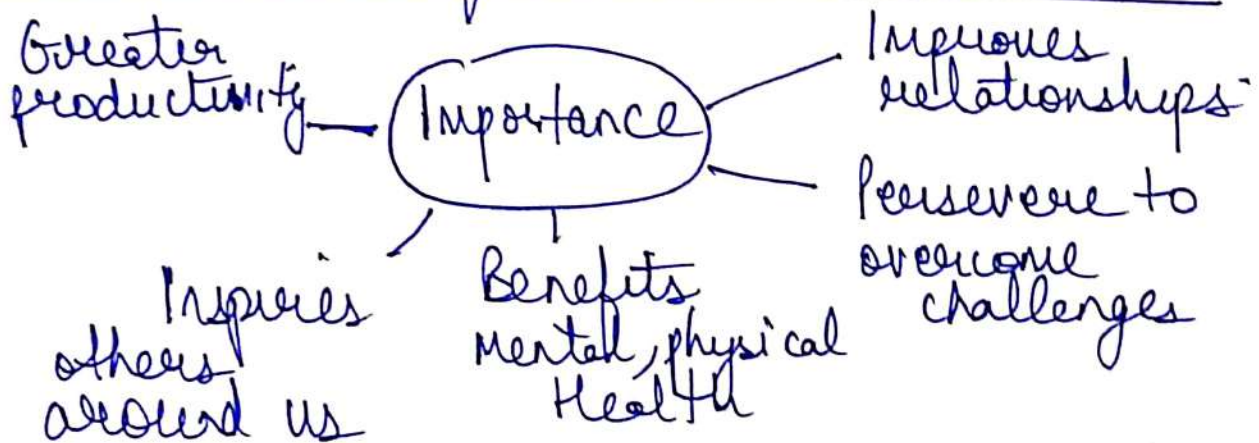
Attitude is the relatively enduring predisposition towards reacting to particular situations.

Importance of Attitude

'Attitude, not aptitude, determines one's altitude'

Changing Future

Abraham Lincoln lost 12 elections. But, instead of giving up he persevered - became most respected President of USA.



Role in Success

'The man who thinks he can, and the one who thinks he can't - both are correct' - Henry Ford

- ① Overcoming challenges - less likely to give up
- ② Attracting followers, friends to help achieve goals
- ③ Improving one's performance through self-confidence
- ④ Helping others ~~as~~ to achieve success as well - helps us also, as we learn as we teach.

Thus, attitude plays a pivotal role in life - as Suami Vivekananda said "surround yourself with positive thoughts, and positive things will happen to you²!"

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

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

There is a court higher than the courts of justice, ~~that is~~ that is the court of conscience - Gandhi

Conscience is our inner sense of right or wrong, which guides us to the ethical course of action.

Conscience - Supersedes Law

Law is what you have a right to do - ethics is what is right to do

- ① Law may be unethical - eg apartheid, Nazi racism was codified in law eg Rosa Parks defied racial law in US
- ② Law gives discretion - eg we do not have to help others, but should.
- ③ Law may conflict with ethics
eg child labour is illegal, but people often hire children to save them from begging.
- ④ Law may be slow to change
eg Sec 377 violated rights of LGBTQ.

Law is More Important

- ① law represents views of society - disobeying may lead to anarchy, if all choose to follow our conscience
 eg Somalia - without laws, faces civil war
- ② law exists for welfare, violation may be bad in long run
 eg giving access to public welfare without documents can lead to corruption
 → hence laws exist for a reason
- ③ High subjectivity in conscience
 → eg misguided youth join ISIS due to conscience telling them to do so.

Thus, laws made by elected leaders should not be violated - instead, alternative methods like recourse to courts can be done.

Feedback (For OFFICE use only)

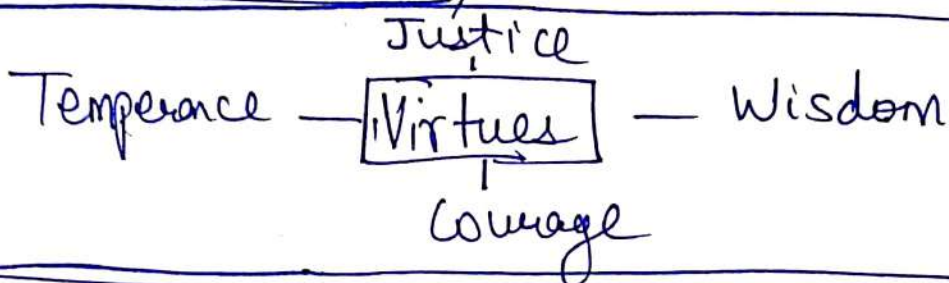
Structure		Content	
Question Interpretation		Total :	

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 propounded virtue ethics, the idea that source of morality lies in our character, not actions.



Virtue

In ethical dilemma, the question to ask is 'What would a virtuous person do?' That is the ethical action.

Thus, excellence is a habit of virtuous people, who repeatedly perform virtuous action.

Excellence a Habit

① 'One swallow does not make a summer'
→ Thus, even a criminal may help someone on occasion.

② Excellence is like a skill
- Just as we practice playing piano/ cricket to become good, we must practice ethical behaviour to become ethical

eg Alfred Shah ~~took~~ cleaned Verona

Beach in Mumbai every week for 4 years.

③ Through ethical action, we are able to become better at resolving dilemmas
→ experience is the best teacher

④ ~~Habits~~
Actions → Habits → Character

Acts make Habits.

Habits make character.

Thus, excellent character is a result of repeated actions, which are habits.

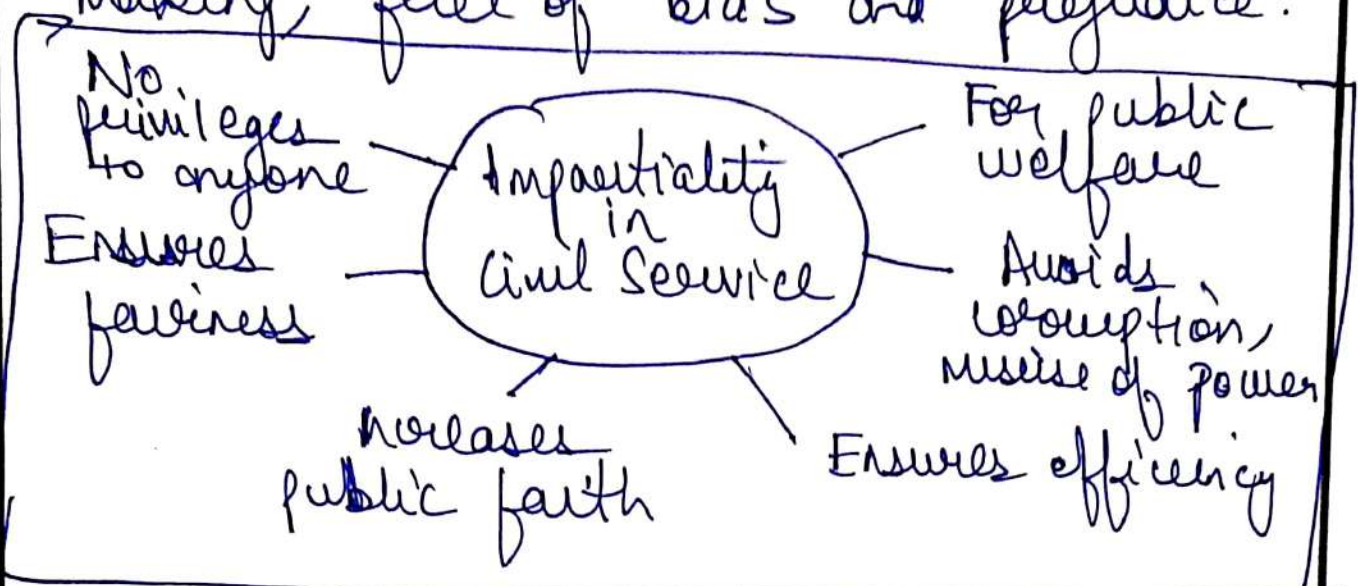
Excellence therefore requires consistency through habit.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

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

Impartiality refers to objective decision making, free of bias and prejudice.



Not Absolute Impartiality

- ① Empathy: is necessary, to ensure those who are marginalized have equal opportunity
eg Schemes like Ayushman Bharat are targeted only at poor, vulnerable
- ② Performance is affected when rules become more important than outcomes
eg seed tape, delays due to stringent regulation

Partiality towards Justice

Righteousness is partiality towards justice. It means ensuring level

playing field for all.

- ① Special concessions are made for those sections which are backward
 eg reservation for SC/ST,
 social assistance program for widows
- ② Extra duties are required from well off to ensure equity
 eg Budget has surcharge on wealthy sections.

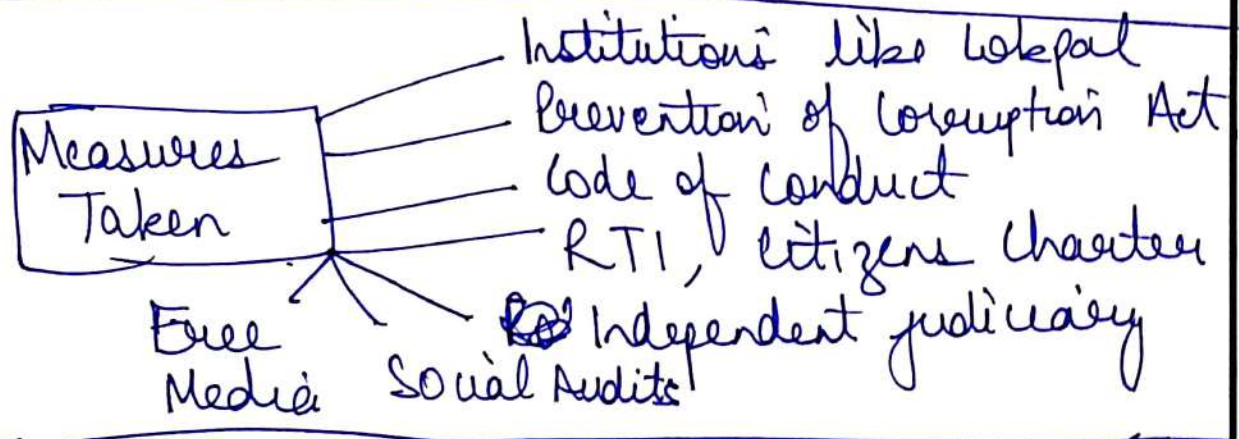
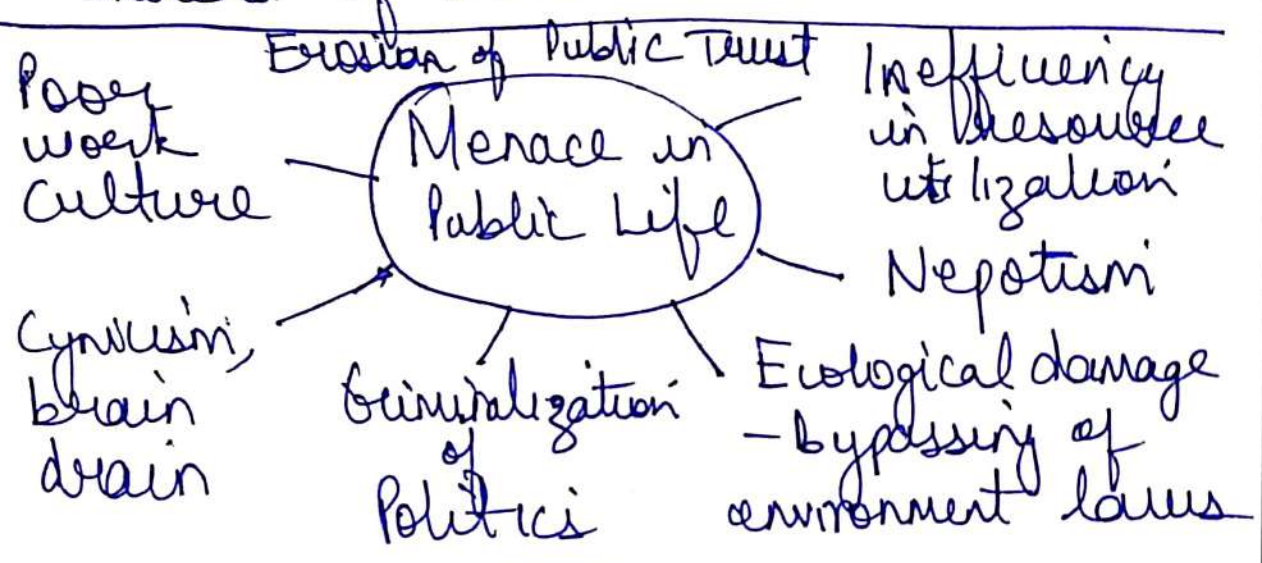
Thus, civil service is about partiality toward justice, to realize vision of a fair and equal society.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

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 is the misuse of official position for personal gain.
eg A public servant hiring his nephew instead of merit based exam.



Impact

- ① Conviction of high and mighty
corrupt leaders
eg fodder scam, Telecom scam
- ② Improved work culture
- compulsory retirement, monthly review

③ Ethical training, knowledge -
by Mission Satyanishtha
→ leads to character building

Limitations

- 2nd ARC :-
1. No behavioural change
 2. Low awareness among citizens of ethical standards
 3. Tolerance for corruption
 4. Low conviction rate - no fear for corrupt
 5. Harassment of honest officers deters them.

Way Forward

Thus, there is need to ensure probity through ethical training modules and citizen oversight

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

2 Social Audit, public feedback of schemes

3 Citizens charter to be made with public participation

4. Vernacular language campaigns to raise awareness of schemes.

This must be 2 way - process

1. Citizens must be encouraged to engage with administration, rather than blame it

2 - Citizen participation in governance
eg 2nd ARLI Friends of Police in Tamil Nadu.

Thus, the 'public' in public administration can be restored.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

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.

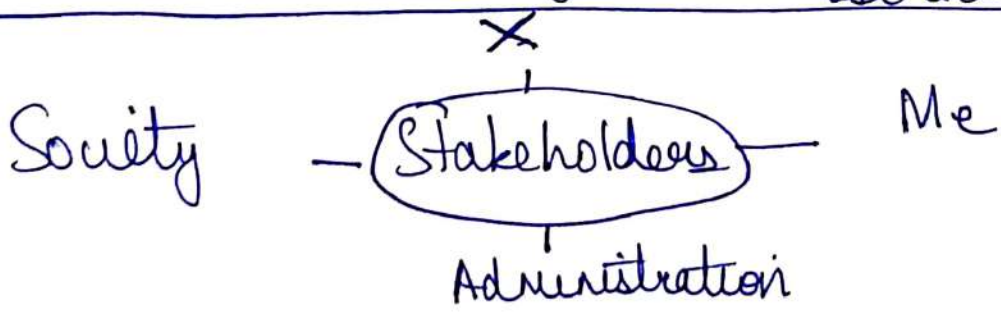
One such incident comes to your notice where Mr. X who is a doctor by profession and was returned to his family members. He was intercepted and apprehended by security agency in Turkey while on his way to join ISIS in Iraq. However, after his rehabilitation, Mr. X found it difficult to adjust. No one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

a) This situation involves a person who was de-radicalized, but risks falling back into old ways due to social ostracization.



Options

- 1 Obey senior
- 2 ~~Arrest~~ Arrest X
- 3 Try to Help X

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Option Analysis

Pros Rule of Law

1. Adhere to Senior's order

1. ~~Safeguards~~ X has not committed crime yet

2. Safeguards my career

- Cons
1. Risk to society if X becomes Wolf
 2. Impact on government reputation for failing to prevent
 3. Public faith will be lost in department
24. ~~Cons~~ Will not help X in any way.

Rejected — I will not adhere to senior's order

Reasons

1. Put safety at risk
2. Violates my duty to help X, and protect society
3. Will be against my conscience
— I could have prevented any potential mishap
4. X has right to receive help from our department
→ This is our duty

b) Dilemmas

1. Freedom of speech v/s ~~Saf~~ Public Safety
→ X has only got in touch, not committed any crime yet.

2 Rule of Law v/s Threat to public
→ X has not broken law, so arrest will not be legal

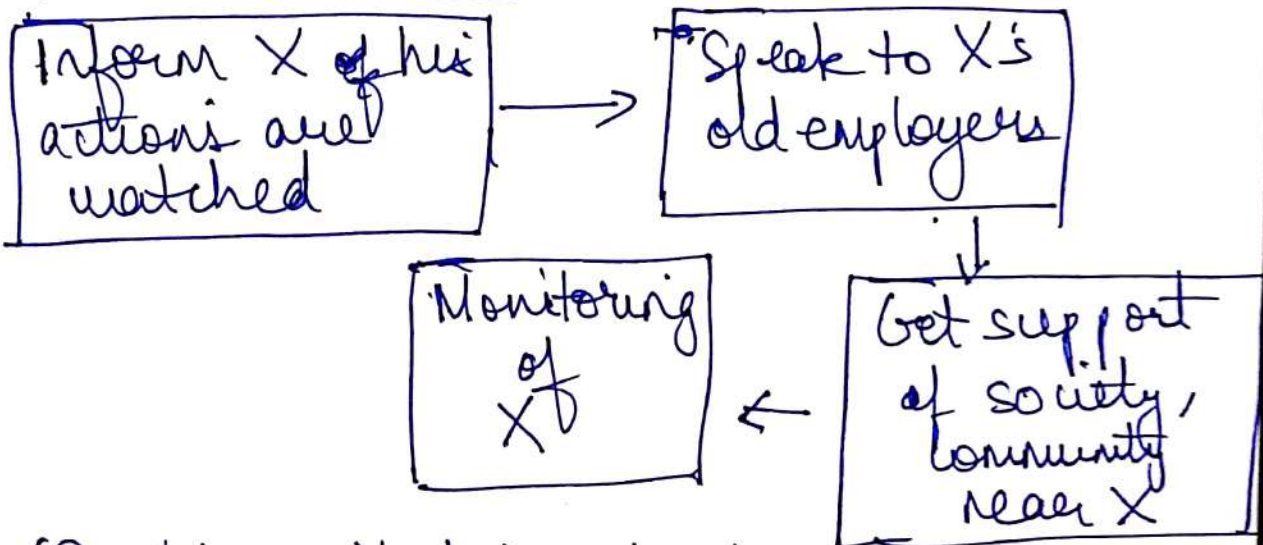
3 Personal Values v/s Professional career
→ Conscience tells me to help X
→ But may be bad for my career to disobey senior

4 Duty to public v/s Duty to department
→ Can endanger public by obeying orders

Resolving

Option 2 - Arrest X
→ Too drastic, no law broken yet
→ Will be last resort.

Action Plan



① Inform X his actions are known
→ to prevent him from launching a sudden lone wolf attack

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- Tell X that we will help him return to normal life
- ② Ask community to stop ~~bo~~ boycott
 - will only worsen situation
 - guarantee them security to overcome fear of increase police presence
- ③ Ask Hospitals to hire X.
 - assure them they will not face government investigation later
- ④ - If this fails, use MUDRA Yojana to help X open a clinic
- ⑤ Periodic monitoring of situation, ask X to visit office weekly.

Further, we will launch an outreach campaign to prevent other people falling prey to this.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

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)

This situation involves a contract tender, where most qualified company is of my relative, and Minister wants me to favour another company.

Conflicts of Interest

1/ Personal Interest v/s Social Welfare

→ I have an interest to favour my relative's company - may give rise to suspicion, even if it is most qualified

2/ Public Duty v/s Career Progression

→ Duty to public demands best firm gets contract, but I may be punished by minister for disobeying him

Formulas

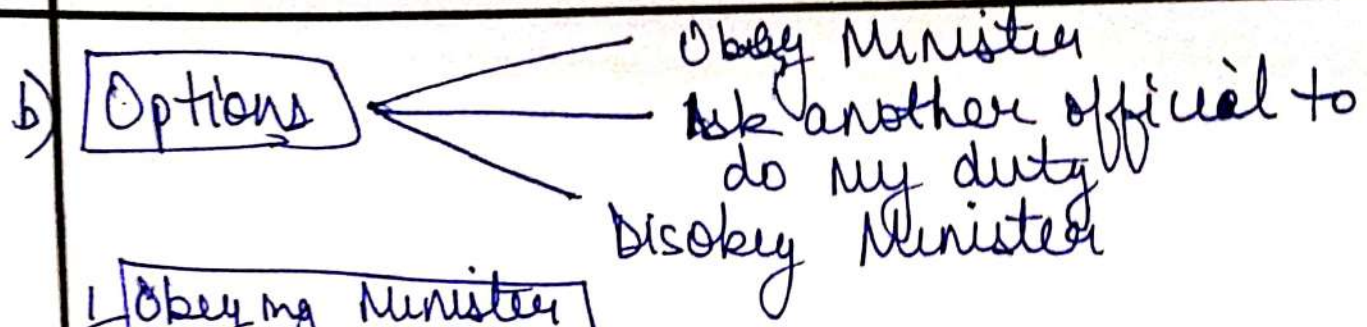
3 Official Duty v/s Public Good
 → duty of civil servants to obey elected representatives conflicts with duty to act in public interest

4 Personal Integrity v/s Career Goals
 → Favouring company will go against my conscience, but refusing will be a setback in my career.

Responsibility as Public Servant

Priority List

- ① Most important consideration is to act for welfare of public
 — their interest is my primary responsibility
- ② My own values and conscience requires me to fulfil my duty of acting for public good.
- ③ As civil servant, I must obey elected leaders for effective political ~~admin~~ admin relationship for governance
 → disobeying will lead to loss of faith of leaders in bureaucracy



1. Obeying Minister

- Against impartiality.
 - Betrayal of public trust
- Hence rejected

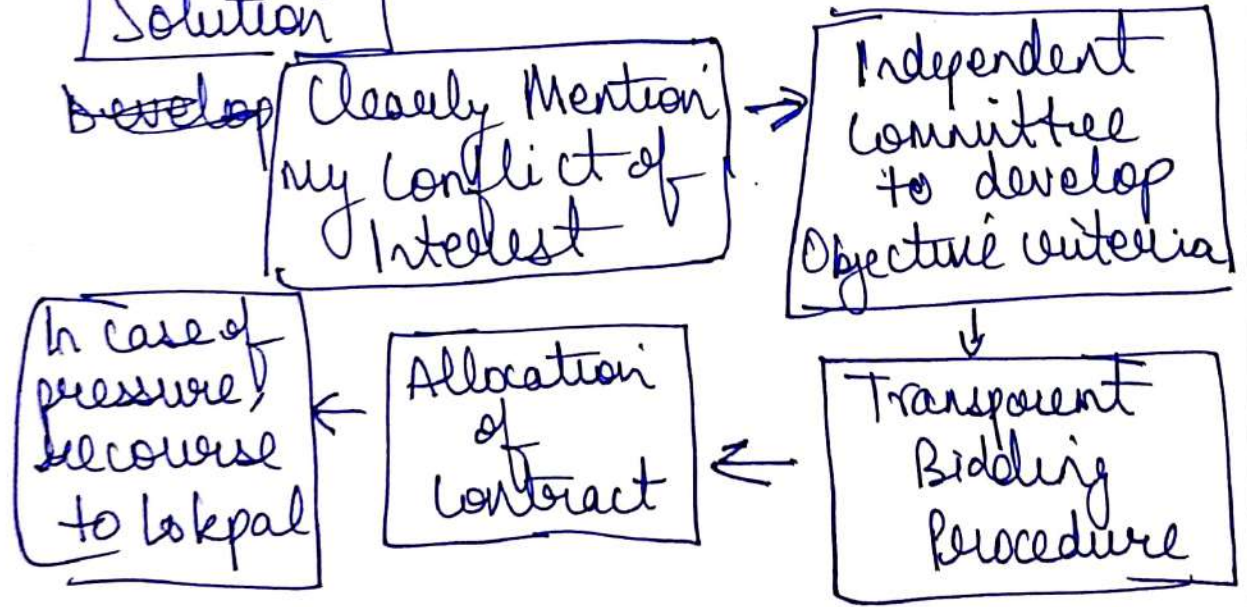
2. Disobey Minister

- Undermining - he is elected leader
- Can lead to loss of public faith if it becomes public.

3. Refuse, ask another official

- will not solve problem - he/she may give in to pressure.

Solution



- 1 - Specify conflict of interest so that there is NO scandal later
- 2 - Objective criteria by independent committee to eliminate conflict
→ I will NOT be part of committee
- 3 - Transparent bid to allocate contract
- 4 - Inform Minister that I cannot favour his chosen firm
→ it is in his interest, as it can lead to corruption charge if it leaks out
- 5 - If I fail to convince him, I will inform Lokpal about the fraud to ensure best firm gets contract, in public interest

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

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 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)

a) This case involves grave violation of public trust - sexual abuse of innocent girls in a shelter home by public official.

My options

- 1 - Safeguard politicians, leaders
- 2 - Allow police to investigate, without direct involvement from my side
- 3 - Ensure probe is impartial, no interference

Option 1: Safeguard leaders

Rejected

1. Violates justice for abused girls

2. Law must be same for all

3. Against my conscience

2. No involvement - Rejected, as police may not be impartial.

Hence, I will ensure free, fair investigation to prevent outside influence.

Objective

(1) This case involves exploitation of most vulnerable section of society
→ equity demands fair investigation

(2) ~~Justice~~ Justice must not be denied to anyone

(3) Public faith will be eroded if there is injustice

(4) I will fail my duty as DM

(5) Law must apply equally to all
- 'Be you ever so high the law is above you'

(6) My conscience demands fair investigation

b) Measures Taken

1. Seal off access to shelter home
→ prevent intimidation of witness

- 2 → Ensure FIR mentions all details
→ will be crucial during trial
 - 3 Prevent media invasion of privacy
of victims - s
 - 4 Best officers to be in charge of
the investigation
→ I will personally take daily
feedback to ensure it is fair
 - 5 Independent investigation and report
- no one must be perished unheard
- will confirm details to ensure
they are accurate
 6. If necessary, preventive detention
can be resorted to in case there
is public disorder by followers
of leaders
- c) Such incidents violate basic human
rights and Article 21.

Safeguards

- 1 Periodic review and monitoring
of shelter homes monthly
- 2 Female police officers to be posted
to each shelter home as point

of contact for the children

→ will be grievance redressal mechanism

3 Collaboration with local NGOs

4 Registration and database for all shelter homes

5 Encouraging local leadership among the girls - designated child to report on any problems.

Suspense investigations can be done with strict action against violators.

Thus, rights of children will be protected.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

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.

- What could those arguments be?
- 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)

This case involves a worker who was removed for drinking at work, and is seeking a false reference for a new job.

Rejecting Plea

- Honesty - Will be telling a lie, and concealing facts.
- Personal Integrity: I will deceive others by accepting his plea
- Kantian Imperative: Golden Rule
'Do unto others as you would have others do unto you'

→ I would not want stress to lie to me, hence I should not either

4 Right of the University to truth about its potential employees

5 Unfair to other candidates who may have got selected

6 He may not have overcome his problem

7 Will be putting students' future at risk if he becomes selected.

Accept Plea

1 Consequentialism :- May impact him, his son and daughter badly
→ whereas clerical work will not do much harm to anyone even if he is selected.

2 2nd chance :- "Every saint has a past, every sinner has a future"
→ He may have changed.

3 Compassion :- He went through a crisis
- therefore, he is not fully to blame

4 Getting the job may lead to a change, losing it may worsen condition

ForumIAS

b) Third Way

Inform University
of Situation →

Seek to get
information on
whether he
has changed

Help in finding
a Job ←

↓
Provide support
to change
behaviour

1 I will find out if he has really changed his situation

→ My initial impression may be wrong - he may have unlearned

2 I will inform university of his crisis and past good work

→ I will request them to consider him sympathetically

→ But, I cannot force a university to hire someone I have dismissed myself and refuse to hire

→ shows lack of INTEGRITY

3 I will help him give up drinking

→ eg join Alcoholics Anonymous

4 I will also help in searching for jobs, but will NOT give

false reference - betrays HONESTY

Merits

1. Integrity is intact - I am not hiring him, I cannot ask others to do then
2. Safeguard my honesty - do not deceive others
3. Empathy: I..help him to change his situation, give a 2nd chance after his crisis despite past behaviour
4. Compassion: To find another job and change his drinking behaviour
→ I will also seek financial aid for his son under Rashtriya Arogya Nidhi scheme

Thus, I can resolve this dilemma ethically.

Feedback (For OFFICE use only)

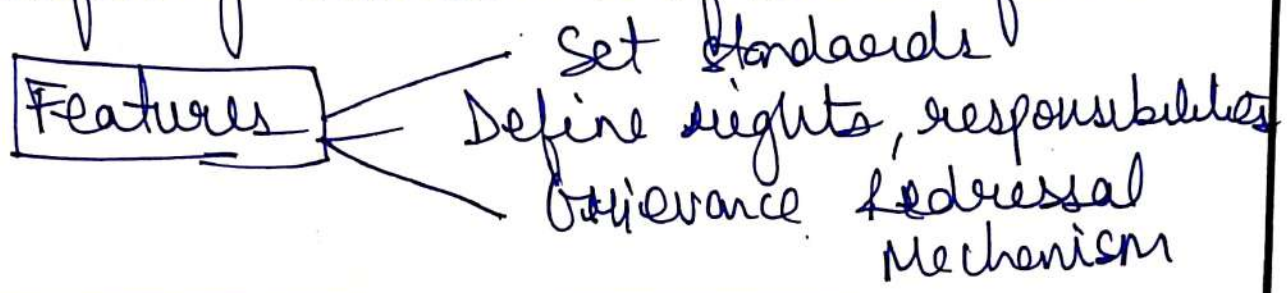
Structure		Content	
Question Interpretation		Total :	

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.

- a. Draw out a citizen charter for your organization and list out its merits.
- b. What are the difficulties you think could occur in implementing the charter?

(20 Marks, 250 Words)

Citizen charter is a public document defining entitlements of users of service.



Standards

1. Registration within 48 hrs
2. Online tracking of status
3. Fixed price: Rs 100
4. Zero error

Rights

1. Under 10 minutes waiting time
2. No hidden fees
3. Courteous, responsive service
4. Basic amenities



Grievance Redressal

1. Website, app, phone support
2. Dedicated contact officer
3. 24/7 support

Responsibilities

1. Polite behaviour with staff
2. Punctuality to appointed time
3. No littering in office.

Merits

- 1) Objective standards of service to prevent confusion
- 2) Timely delivery to ensure satisfaction
- 3) Responsive, courteous behaviour
- 4) Transparent disclosure of details
- 5) Simple, easy to access grievance redressal
- 6) Citizen friendly procedures
- 7) Digital delivery of service - e-co-friendly
- 8) Good work culture - high standards of service for organization

b) Difficulties

Citizen charter requires support of employees and citizens.

Transport Department

- 1) Poor work culture - difficult to transform
- 2) Arbitrary procedures - need complete overhaul

3 Inensitivity to customer - needs shift in attitude

4 Skills, capability deficiency

- Need training

Implementation Hurdle

1 Needs monitoring mechanism to detect violation

2 Need measuring standards

eg Time taken to complete service

3 Need incentives

- penalty for failure

- rewards for top performer

~~360°~~ Citizen Participation Challenge

1 Lack of awareness of citizen charter

2 Low enthusiasm

eg reluctant to spend 2 minutes to fill feedback form

3 Impolite behaviour, impatience

4 Wrong attitude

-> eg late to appointment

-> eg pushing in queue

Way Forward

- ① Behavioural incentives
→ employee of the month award
- ② Leading from the front
→ I will personally set example
- ③ Transparency in procedures
→ to eliminate arbitrariness
- ④ Involvement of employees
→ I will seek their feedback in charter, to give ownership
- ⑤ Participation of citizens
→ ask for suggestion in charter
→ suggestion box on improving our service.

Thus, we can use charter as a route to service excellence.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	

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)

This situation involves me as EC officer encouraging reluctant voters to exercise their franchise.



① Me

- Duty to ensure maximum turnout
- Career growth depends on success
- As a citizen of India, I want a high turnout for robust democracy

② Citizens

- Duty and right to choose representative
- Desire for good governance, development
- Frustration and belief that boycott

will be better for them

③ EC

- 1 - Credibility of EC requires high turnout
- 2 - Constitutional mandate to encourage exercise of franchise

④ Politicians

- 1 - May not get votes to win, while others may benefit from low turnout
- 2 - Affects mandate - high turnout shows faith in leaders

⑤ Nation

- 1 - Low turnout is bad for democracy
→ indicates disillusionment
- 2 - Reflection of low development due to which there is frustration

b) Convincing people - Social Persuasion

Methods to be used

- 1 - Authority: PM has himself encouraged all people to vote in 'festival of democracy'
→ duty to obey PM

- ② Credibility - esteemed ~~stars~~ leaders, activists and even I ~~can~~ will vote
- ③ Likeability - actors, celebrities, cricketers too will cast vote
- ④ Conformity - India is seeing very high turnout, they will be the sold ones out

⑤ Ethical Approach

- 1 Duty as citizens to ensure that democracy is robust
- 2 Our forefathers gave their lives for this privilege
→ we will be disgracing their memory by not voting

Logical Approach

- 1 Not voting will not have any impact
→ they can instead vote for some other candidate
- 2 They can use NOTA if they do not have faith in any candidate
- 3 They will not get another chance for 5 more years

4 An unfavourable candidate may be elected if they abstain

Self Interest - they can even upload pictures, videos on social media with ink stained fingers for popularity

Thus, I will use multiple approaches to ensure I fulfil my duty of higher turnout, I will also ensure that more-than just high turnout there is faith in democratic process, which ~~matters~~ matters more.

Feedback (For OFFICE use only)

Structure		Content	
Question Interpretation		Total :	