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GENERAL STUDIES (TEST CODE : 1073)

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Medium Hindi/Eng.	ENG	Registration Number	74631
Center	ORN	Date	10/09/18

INDEX TABLE

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

Total Marks Obtained:

Remarks:

Signature of Examiner

INSTRUCTIONS

1. Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).
2. There are **FOURTEEN** questions printed in **ENGLISH**.
3. All questions are compulsory.
4. The number of marks carried by a question/part is indicated against it.
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. No marks will be given for answers written in medium other than the authorized one.
6. Word limit in questions, if specified, should be adhered to.
7. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off.

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EVALUATION INDICATORS

1. Contextual Competence
2. Content Competence
3. Language Competence
4. Introduction Competence
5. Structure - Presentation Competence
6. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

Answer the following questions in not more than 150 words each:

1. (a) Discuss the ethical issues involved in the recent refugee crisis and immigration as a global phenomenon from a broad perspective of globalisation and rights of citizens and aliens. (10)

Refugee crisis has aggravated in the recent past and covers regions such as Middle East (Syria), Europe, Yemen and Myanmar (Rohingyas). The crisis is driven by civil wars, genocide and religious/ethnic persecution.

The crisis has thrown up many ethical issues:

Globalization

- A globalized world is based upon free movement of people and ideas, but the crisis has led to 'globalization backlash' and nativism with citizens of many recipient countries against the migration. In fact the debate is now around whether globalization should involve free movement of refugees or not

Rights of Citizens

- ~~Un~~ Uncontested claim on the country's resources
- Refugees taking resources intended to benefit them
- Right to security
- Right to preserve the culture against 'foreign influence'

Rights of Migrants

- Right not to be repatriated to countries of domicile where they face threat to life
- Rights enshrined in UNHRC's 1951 Convention & 1967 protocol (non-refoulement)
- Right to live life with dignity
- Right to basic necessities of survival - food, sanitation, water, shelter
- Right to means of livelihood

Thus the concept of 'world as a global village' is under challenge due to ~~cross~~ refugee crisis. The world community and multilateral institutions like UN should proactively deal with the issue so as to ensure that the rights of all stakeholders are honoured (Rights Approach to solving ethical dilemmas).

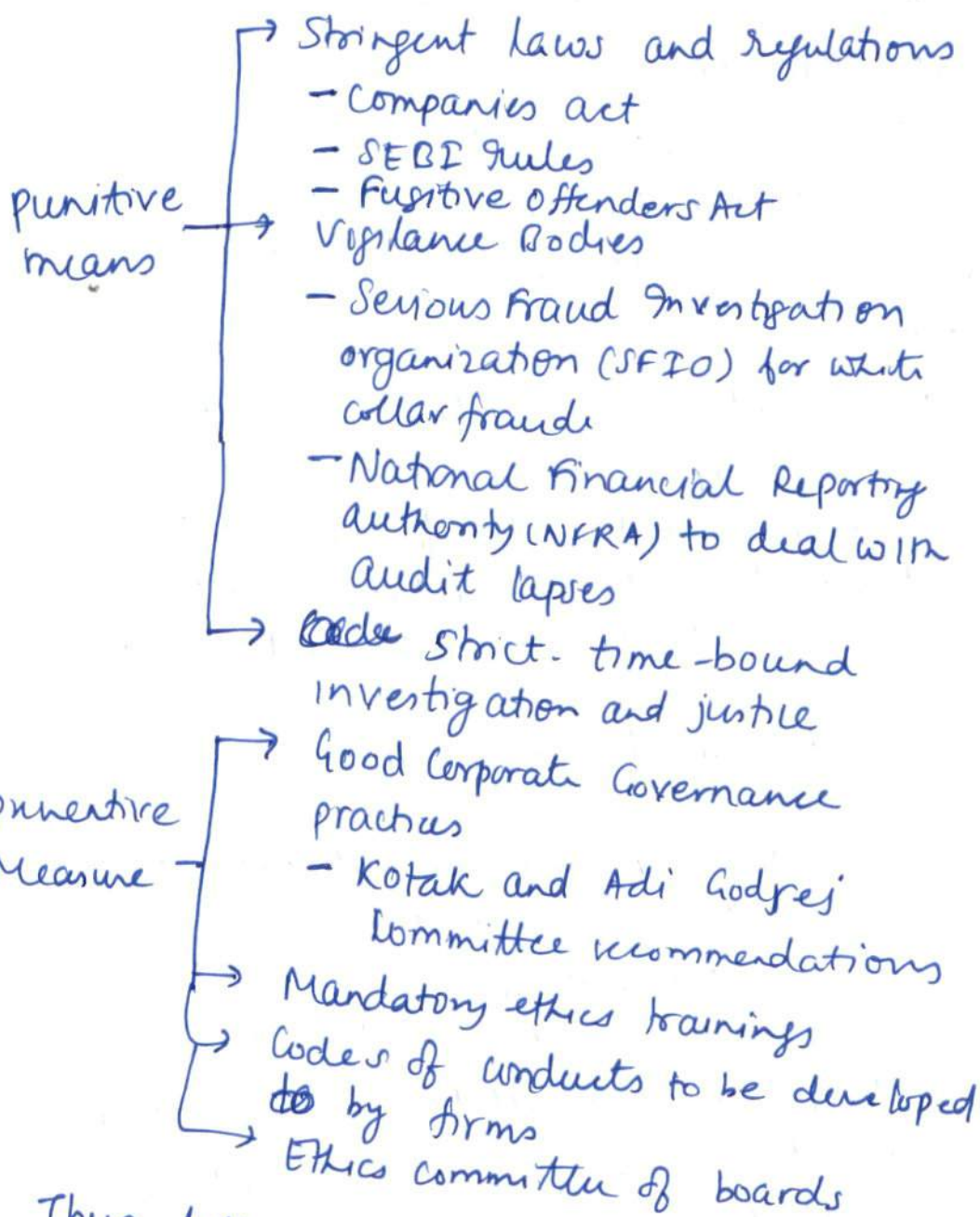
1. (b) Corruption distorts not only functioning of the Government in India but business and corporate activities as well. Explain and discuss how the state can effectively deal with deficit of ethics in the private sector. (10)

Corruption is a ~~real~~ malady that means pursuing private motives and benefits at the cost of other stakeholders. It distorts the functioning of the government as well as business activities.

For Example,

- The government is the trustee of societal resources. Corruption eats away from those resources and erodes public trust. The public demands accountability and protests through both peaceful and violent means
 - ~~eg~~ Arab spring due to corruption in Arabian countries
 - 2011 anti-corruption movement brought governance to a standstill and also led to policy paralysis
- The corruption in spectrum and coal block allocation led to cancellation and re-conduct of allocations, disrupting business activities and affecting even those firms that had no role in the scam.
- Corporate corruption (of Satyam Scam, PNB scam) led to the demise of Satyam and affected the lending activities of PNB

Ways to deal with loss of ethics in the private sector



Thus both punitive and preventive measures need to be used to deal with private sector corruption.

2. Given below are two quotations of moral thinkers/ philosophers. For each of these, bring out what it means to you in the present context.

(a) "Silence becomes cowardice when occasion demands speaking out the whole truth and acting accordingly" - Mahatma Gandhi. (10)

In the above quote, Gandhi Ji says that it becomes a moral responsibility of a person to speak out vociferously when the occasion demands. For example, injustice.

Many a time, we remain silent spectators to injustice if it does not affect us. For example, ~~dalit~~ lynching cases in Una, Dadri and Ramgarh. In these incidents rights of dalits and minorities ~~have been violated as~~ as human beings have been violated. As Martin Luther King Jr. says, an injustice anywhere is a threat to justice everywhere. It is thus the moral responsibility of each one of us to protest and speak up against such violence and demand strict actions by the Government.

Moreover, mere acting out is not enough, one must act accordingly. Non-violent protests and demanding

justice are an important part of the civil society reaction.

For example, certain civil rights activists have started the initiative called *Karwaan-e-Mohabbat* where they visit the house of the victim and offer ~~consolation~~ ~~as~~ condolence as well as moral and material support to the family.

Similarly, increasing incidents of rapes, for example the Muzaffarpur case, demands ~~strictly~~ raising the voice and demanding justice. Civil society protest led to institution of CBI enquiry and ~~left~~ a resignation of the concerned minister.

2. (b) "We must not only tolerate others, but positively embrace them" -
Swami Vivekananda. (10)

Indian society is a 'salad bowl' of cultures, rather than a melting pot. It is composed of people of different ethnicities, religions, languages, customs and food habits. Such a diversity also comes out in the form of difference in opinions and way of life.

However, narrow mindedness often leads to a repudiation and intolerance to other people's way of life.

eg.

- Backlash against North eastern community (Bangalore, 2012)
- Migration of Kashmiri Pandits from ^{Kashmir} Valley in 1980s & 1990s
- Lynchings related to Beef eating

As Swami Vivekananda says, tolerance is essential. However, one must also embrace others with divergent ways of life compared to ours.

It means

- Shunning all hatred and prejudices
- Having a companionate and warm attitude towards those people

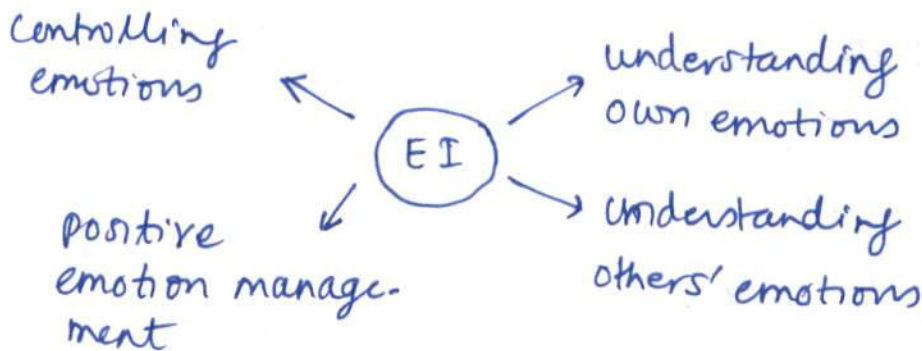
→ Giving respect and even support to the other person's way of life

Swami Ji's philosophy was rooted in universal brotherhood and he saw all human beings as a part of the divinity ('Jeev mein hi Shiv hai' - Shiva is one with beings). As such, distinctions based upon ways of life had no meaning for him.

We should all embrace similar philosophy towards others who differ from our notions of what is a proper way of life and wholeheartedly embrace their difference.

3. (a) Emotional Intelligence is part nature and part nurture. Explaining the statement, discuss how emotional intelligence of civil servants can be enhanced. (10)

(EI)
Emotional Intelligence is the ability to understand one's own as well as others' emotions and using this understanding for better interpersonal relations.



Emotional Intelligence is part nature and part nurture

- 'Nature Aspect' :- Genetics decide many traits of human beings, including behavioural dispositions and attitudinal inclinations. For example an extroverted and agreeable person may be able to learn emotion management by actively seeking help of others

- 'Nurture Aspect' :- It means upbringing also affects EI. Interactions with Parents, teachers and role models may teach techniques to calm oneself and to help others deal with their

emotions.

of value education can teach courage, equanimity and fortitude that help EI

EI of Girl servants can be enhanced by

- Inculcating value of empathy with ~~extensive~~ ^{extensive} fieldwork where they come ~~to~~ face-to-face with the plight of poor
- Periodic training on emotion management
- Spiritual teaching/sessions by experts as religion and spirituality can be a great source of inner peace
- Stress management techniques training
 - Yoga
 - Play time
 - Humour
- Sessions by psychological experts including one-to-one sessions.

of DMRC uses Gita teachings as a method to inculcate Emotional Intelligence and superior ethics in employees.

3. (b) What do you understand by Probity in Governance? Examine whether the recent amendments to Prevention of Corruption Act and the proposed ones in Whistleblower Protection Act undermine it. (10)

Probity in Governance is the total and confirmed adherence to the ~~the~~ highest standards of honesty, integrity and uprightness. Probity in governance ensures:-

- efficiency and effectiveness in governance
- best utilization of societal resources
- Public interest as the sole guide of executive action
- Lack of corruption, rent-seeking and self-enrichment
- Commitment to societal welfare and development

Recent amendments in prevention of corruption act

- Aim to shield bureaucrats from consequences of their honest actions in case consequences are not as planned
 - Mandate prior approval of the competent authority for prosecution of civil servants
- These amendments have the potential to dilute probity because it may embolden even dishonest civil servants.

To prevent such effects, an independent body like lokpal should grant permission similarly

Amendments that are proposed to Whistleblower Act; eg

- Punishment for frivolous complaints
- Mandatory disclosure of identity

can have a chilling effect on the anti-corruption campaign of civil society activists. For the fear of prosecution and revelation of identity, many genuine complainants will not come forward and will fail to expose the corrupt deeds to ^{some} self-seeking bureaucrats.

Both amendments should be discussed afresh ~~and their impact~~ to strengthen probity in governance.

4. (a) Ensuring that civil service values are recognised during the recruitment process and ensured through a code of ethics after appointment is a necessary condition of making the civil services an effective instrument of citizen centric governance. Comment (10)

Civil servants play a key role in citizen centric governance. They are the medium through which policies and programmes are implemented and last-mile services delivered.

However to ensure citizen-centric governance, certain values need to be recognised during selection process and reinforced periodically.

The values are

- Empathy
- Accountability
- Integrity
- Leadership qualities
- Transparency
- Compassion
- Commitment to public welfare

During recruitment, these values can be recognized using:-

- Interview Techniques
- Group Tasks

- field assignments
- case studies.

Similarly, the values need to be periodically reinforced to ensure that the public servant does not deviate from these values and his ethical dilemmas can be effectively solved in time.

Reinforcement can be through

- Guidance of experts in ethics training
(eg Initiatives of Change, Panchgani conducts ethics ~~and~~ training under expert guidance for civil servants)
- Seminars
- One-on-one talk with an ethics officer
- Institutionalized mechanism
eg
→ office of Government Ethics and Ethics commissioners in the USA.

4. (b) What do you understand by cognitive dissonance? Giving examples, discuss how it influences one's behavior and attitude. (10)

Cognitive dissonance is a state of mental upheaval when the mind is split between 2 different ideas and course of actions.

Human beings have certain values and moral standards that they live by.

The value system is relatively permanent and helps one take correct decisions in various situations.

However, there are instances when those values are challenged by:-

- New values
- Need to commit acts that do not conform to value standards

The resultant upheaval is called cognitive dissonance.

It can lead to

- Doing morally correct thing or taking morally correct action ⇒ mental equilibrium is restored
- Doing immoral acts, going against the voice of conscience ⇒ will reduce guilt feeling over time and spoil the value system

Thus cognitive dissonance affects behaviour and attitudes both for better and for worse.

Example

- There is an upright young District Magistrate
- He has never taken a bribe
- He is offered a substantial amount of money to clear a ^{sand} mining contract
- This will create cognitive dissonance
- If he refuses $\Rightarrow$ will strengthen his value system
- If he takes $\Rightarrow$ compromises integrity; might repeat in future

Similarly

- A person who does not treat his daughter ^{as} equally as his son
- Has female boss at office
- May lead to cognitive dissonance
- Can lead to change in his attitude towards women + his daughter
- or he might ask for a team change

Thus cognitive dissonance is a powerful behavioural change tool.

5. (a) What do you understand by Amartya Sen's 'capability approach'? Analyse its significance in understanding social realities and in making a pro poor development strategy. (10)

Amartya Sen's Capability approach emphasizes that poverty is not the lack of money, but the lack of opportunity ~~to~~ and capability to fully realize one's potential as human beings. For example, a person with poor educational attainment and poor work skills would find it difficult to obtain employment and remove his poverty.

Significance in understanding social realities

- Poverty is multi-dimensional
- Human Capital ~~formation~~ (education, Health, Skills) is more important than financial capital
- Widespread societal inequality is not due to difference in financial status, but due to ~~difference in~~ inequality in opportunities.

This understanding has substantial role in making a pro-poor development strategy

- Substantial investment in human capital augmentation needed
 - Quality education
 - Accessible and affordable healthcare
 - market-oriented skills
- Trickle-down approach to poverty reduction may not work and the government needs to proactively work to provide the above-mentioned services
- ~~Redistributive~~ Redistributive role of government should focus on higher allocation of capital to social sectors
- Social sectors are too important for poverty eradication to left entirely to private sector; proper regulation is needed.

Thus Capability approach can be a great help in formulating pro-poor policies.

5. (b) While in principle most nations claim commitment to universal values, in practice these values are honoured more in breach than in the observance. In context of this statement, comment on the relevance of values in foreign policy. (10)

Most nations profess that they are committed to universal values, for example,

- Justice (eg in context of 'climate justice' - common but differentiated responsibilities)
- Equality (eg in context of UN votes)
- non-violence/non aggression (adherence to peaceful dialogue)
- Welfare of the poorest (in context of access to least developed countries to trade - WTO)

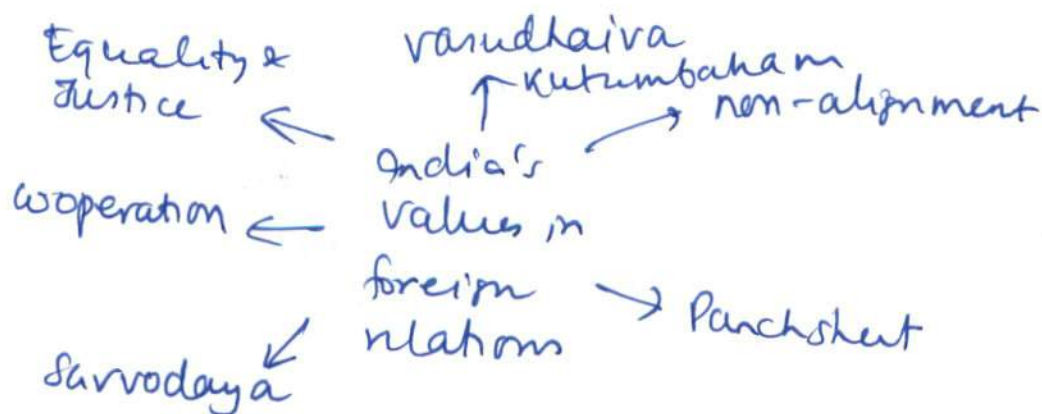
However these values are held more in breach than practice

- Interference in other nations internal affairs (Iraq Invasion)
- Violence (Libya bombings by US)
- Unequality (common responsibility for climate change)
- Oppression of weaker nations (Crimea annexation)

However values are extremely important
in foreign policy

- To have consistency in foreign policy despite change of government
- To take consistent stand on international issues
- To object against injustice against a particular nation
- To secure national interest
- To develop soft power
- To gain international respect

For India, its values have helped take principled stand on various issues over last 70 years, eg on Israel-Palestine issue, ~~against~~ towards nuclear disarmament, against terrorism.



6. While some ethical approaches consider an action to be ethical based on results, other focus on means. Taking the example of Indian bureaucracy compare and examine how these approaches have played out for the benefit of citizens.

(10)

~~One~~ ~~write~~ The means-ends debate is an age old debate that has split ethicists, policy makers as well as administrators.

Means as Important as ends :- As per Gandhi Ji, nobles results must be attained by noble means.

Instrumental values are as important as terminal values. Pure means as well as ends ensure integrity and preserves societal trust in bureaucrats.

Only Ends Important :- Deng Xiaoping used to say that for him the colour of the cat was unimportant as long as it caught the mice. In this approach instrumental values are neglected and only ends are the barometer of success. But it may lead to violation of rights of some.

Example

The approach to left wing Extremism
to (LWE) has been 2 pronged

- Development and dialogue
- Security forces engagement and neutralization of violent maoists

the latter approach results in ~~violence~~ violence and valuable lives are lost on both the sides. The bereaved families suffer massive loss.

A pure means - pure ends approach advocates

- dialogue with tribals
- winning the trust
- development
- provision of basic services
- provision of employment
- surrender of naxal leaders.

This approach builds lasting peace.

Vineel Krishnaa was able to win tribals' trust in this way (as Malkangiri PM)

7. What are the ethical principles that should form the basis of the system permitting organ donation and allocation? Also discuss the importance of regulation for the success of any organ transplant program. (10)

There is a huge gap between the demand and supply of organs. Due to the gap, organ donations are effected and allocated often ~~with~~ using illegal or unethical means.

Eg ✓ Recent Chennai case on Foreigners' getting priority

✓ Mumbai Doctors at Hiranandani Hospital involved in kidney donation Racket (exposed)

Ethical principles

→ In donation

- should not be coercive
- should be with informed consent
- should not involve monetary compensation

→ In receipt

- Financial status of recipient should not matter
- Those with maximum need (for immediate survival) should get priority, but difficult to enforce
- Hence First-come - First-served (FCFS) is a good compromise

Importance of regulations for success of organ donation programme

- Prevents unfair practices (like in Chennai case)
- Satisfies the rights of all stakeholders
- Ensures that poor are not excluded
- Leads to increase in donation rate
- Builds awareness about donation
- Penalizes the guilty
- Builds trust of both donors & recipients in the system.

8. Where as some argue that leaks constitute an affront to democracy, others are of the opinion that leaks are a part of democracy. Examine the merits of both the arguments in the context of information attributed to leaks from government offices and whistleblowers. (10)

Information attributed to leaks from government forms an important source for both print and electronic media.

However opinion is split on leaks:-

1) An Affront to democracy

Merits of the argument:

- Difficult to verify the source
- May be to garner TRPs (Yellow Journalism)
- Affects public opinion and builds opinion against government based upon flimsy source
- Character assassination of concerned official → damage of reputation
- loss of media accountability → the 4th pillar of democracy.

2) Part of Democracy

Merits

- Essential to prevent the source provider from victimization
- Brings corruption and inefficiencies to light
- Instigates wide-spread debate

- brings course-correction and reduction in corruption
- May lead to institution of ~~iseg~~ inquiries against the guilty
- Upholds public's right to know about the government's activities.

Both sides have Merit. Hence leaks should be based only upon concrete and not dubious sources.

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

9. You are a young recruit to the IAS. Upon the completion of your training you have been posted in a subdivision of a district where industrial development has been lagging. The area has large reserves of minerals and a significant tribal population. The government has identified the area for a large thermal power plant and also adequate expansion of mining. This announcement has seen a rise in land prices in the area as well as unrest among the local population about possible land acquisition. As part of routine examination of records you observe large land purchases in recent years that are linked with the family of the local politician, who is also a member of the state cabinet. You also recognise that much of this land is around the site of the proposed industrial area. Further, one of your staff members also informs you that the family has been buying in the name of drivers, cleaners as well as domestic helps. You feel that having been aware of the policy decision the politician has played a role in these purchases. Incidentally your relations with the politician have been cordial and he is a popular figure in the area.

(a) As the official responsible for acquisition of land and payment of compensation for the land acquired, what are the ethical issues that you face in the given situation?

(b) What will be your response to a suggestion that in view of these benami land transfers a freeze on land sale in the area should be enforced?

(c) What is the course of action that you would take? Justify with reasons.

(20)

a) Ethical Issues Faced

- Development vs. Rights of tribals
- Ensuring proper relief and rehabilitation
- To expose the scandal or not to expose
- Personal & cordial relations with the politician vs. accountability to the people
- Commitment to public interest vs. serving private interest
- Loyalty to chair vs. loyalty to person.

b) Response to suggestion regarding freeze on land sale

I would refrain from a freeze because

- We need to confirm the incidents of benami land transfers through an impartial enquiry first
- It would violate the legal right to buy and sell property of those in that area
- It might lead to public suspicion about corruption in land acquisition
- It might lead to ~~the~~ leaking of the alleged scandal before it is confirmed by investigation
- It might unnecessarily delay the power project.

c) Course of action that I would take

- 1) Institute an impartial enquiry into the matter
 - Enquiry must be conducted within 1 month
- 2) Even while the enquiry is going on
 - Collecting all the sale and registration deeds from the concerned office

- This will be done to ensure that evidence is not tampered with

3) Immediately after enquiry is finished, if the alleged transactions have indeed happened

→ Registering an FIR under Benami Act

→ Ordering raids on concerned persons, including the politician to collect evidence before it is destroyed

→ Investigating and questioning drivers, cleaners etc. to find out whether they know about the transaction and are prepared to turn witnesses

→ Presenting all the evidence in court and demanding an attachment of all the Benami land

4) Proceeding ~~against~~ with land acquisition

5) Ensuring fair price to tribals

6) Ensuring rehabilitation & resettlement

Reasons

→ Enquiry is must ~~to~~ to verify the alleged corruption

- After enquiry confirms the allegation, any delay would lead to possible destruction of evidence
- Proper relief, rehabilitation and resettlement of tribals is essential and it is my duty to ensure that.

10. According to the WHO suicide is the second leading cause of death in the age group of 15-29 years globally. In India also, instances of young people committing suicide have been reported widely in recent times. It is all the more disturbing that such a phenomenon is increasingly visible in urban and prosperous areas.

(a) What are the reasons that render people vulnerable to taking such drastic steps as suicide?

(b) Also, discuss the role that you as an individual, the society and the government can play in addressing this issue. (20)

a)

Reasons that render people, especially
vulnerable
young, to take such drastic steps

- Lack of support systems due to the following factors
 - Dual-income families due to which parents are not able to give quality time to kids
 - Failure of teachers to recognize early signs of depression and/or behavioural change
- Non-recognition of mental health disorders and depression as serious issue
- Lack of expert support as India ~~currently~~ faces acute shortage of psychologists and psychiatrists
- Failure of education system that fails to instil the value of courage, fortitude and optimism

- Increasing stress levels due to fast paced life
- Lack of emotional intelligence training due to which people are
 - not able to successfully manage their emotions
 - not able to help ~~their~~ ~~known~~ others manage their emotions
- Lack of recreational opportunities like yoga, trekking, jogging, play
- Inability to deal with exam failures, relationship setback positively
- Effect of social media and tendency to compare one's life and achievements with other's person's virtual persona

b) Roles

as individual

- Develop Emotional Intelligence
- Look for signs of depression among known ~~other~~ people
- Manage own stress through recreational and outdoor activities
- Give emotional support to friends and family members in depression.

Society

- Needs to remove stigma attached with mental disorders
- Facilitate help to those with poor mental health
- Emphasize that competition should be healthy and failures are not the end of life
- Give proper relationship advice to youngsters
- Educate and reinforce children about positive values of optimism, courage and fortitude

Government

- Ensure proper implementation of Mental Healthcare act
- Build more colleges and training facilities for psychiatrists
- Amalgamate value education into educational curriculum
- Provide anti-suicide helpline staffed with expert counsellors
- Provide ample open spaces and recreational facilities

- Run awareness campaign
- Tell police to be sympathetic to suicide survivors

11. You are posted as a District Magistrate of a primarily rural district. Excess agricultural production has led to a continuous fall in market prices of crops in the last three years. With elections approaching soon, the opposition has decided to make this a political issue and has mobilised farmers to protest against falling prices. The protests turned violent at some point and police had to fire in self-defence, killing two people. Violence has increased since then and you yourself were attacked when you tried to pacify the protestors. The protestors have also blocked the main roads as well as railways to prevent movement of goods and people. Given the situation, answer the following questions:

- (a) Identify the key concerns that need to be addressed on a priority basis.
(b) What steps will you take to address them? (20)

a) Key concerns that need to be addressed on priority basis

- 1) Restore public transport by removing blockade on rail and road traffic
- 2) Ensure smooth movement and safety of rail and road traffic
- 3) Ending the violence and restoring law and order
- 4) Compensation and relief to the family of those killed
- 5) Identification of people who resorted to violence and registration of FIRs
- 6) Investigation into the circumstances due to which violence increased

b) Steps to be taken

- 1) Talk to the protestors who have blocked rail/road transport
 - speak directly to the leaders
 - Explain the need of restoring transport
 - Use emotional intelligence techniques
 - Assure that their demands would be conveyed to proper authority
 - Use the threat of imposing Section 144 CrPc if all the negotiations fail along with ESMA Act.
- 2) Proper compensation to the families of those killed as every life is precious and the loss of life is unfortunate.
- 3) Institution of an internal enquiry into firing in self defence (to assess whether it was necessary)
- 4) Use of video recordings and reports of the incidents to identify people who resorted to violence so that

guilty could be brought to justice and rule of law can be honoured.

- 5) Identifying long term learnings from the incident and the enquiry report so that such incidents can be prevented in future and violence can be stopped before it spreads
- 6) Convey protestors demands to the government along with my own report on the state of farm income and rural distress in the district
- 7) Efficient provision of PDS food and MNRGA jobs to tide over the distress.

12. You have recently been promoted as a Branch Manager in a Public Sector Bank. The bank is battling high NPAs and mounting losses. You have been assigned a very high target of loans by the higher management for the current quarter. Your career prospects also depend on your performance in critical times. Few days back you rejected a loan application for a huge sum based on detailed analysis. Today you got a call from the Regional Manager to approve the loan quickly. On your reluctance to approve, he hints that the loan is sought by a person well connected in the finance ministry and that a refusal will have consequences for everyone in the approval chain. You are now in a tough spot.

Based on the given information, answer the following questions:

- Bring out the ethical issues in the case above.
- What are the consequences of agreeing to the demands of the senior in the given case. Assess which of them are meritorious and which are not.
- Suggest institutional reforms that can result in non-punishment of honest feedback.

(20)

a) Ethical Issues

- 1) Personal interest (avoiding trouble)
vs. professional ethics (sanctioning
loan on merit)
- 2) Whether to honour the high targets
giving mounting losses and NPA increase
- 3) Integrity vs. career prospects
- 4) Favoritism vs. Impartial treatment
of all loan applicants

b) Consequences of agreeing to demands

- May lead to further increase in NPAs and losses
- Compromise with my personal & integrity & professional ethics.
- Promotion of favoritism and nepotism
- Violation of rights of other loan applicants
- Possible legal consequences (FIRs) in future if it is caught
- Possible disciplinary action (departmental) in future

All the above are meretricious.

Non-meretricious ~~demer~~ consequences

- Better career prospects for me
- All in the approval chain avoid trouble
- Ability to meet the very high target for loans
- Possible rewards and recognitions for myself

Institutional reforms that can result in non-punishment of honest feedback

- Commitment from the highest level of management
- Promoting a culture of questioning, transparency and accountability
- Developing a code of ethics and a code of conduct
- Developing a proper whistleblower protection Policy
- Rewarding suggestions that lead to improvement in business performance
- Developing a suitable mechanism to go through and implement (if suitable) all honest feedbacks
- Strict punishment against witch-hunt.

13. You, the chairperson of a State Public Service Commission (SPSC), come to know that there were instances of rampant cheating in a competitive exam conducted recently by the SPSC. Your daughter, who also appeared in this exam and is confident of clearing it corroborates the same. However, she denies engaging in any such activity herself. Whatever decision the Commission takes is bound to affect the career of a large number of candidates who appeared in the exam, including your own daughter.

(a) Identify the different stakeholders and their interests in the case above.

(b) Enumerate the options you have to handle the current situation. What will be your choice and why?

(c) Suggest measures that you would take to make sure that a similar situation does not arise in future. (20)

a) Different Stakeholders and their interests are as follows:-

- 1) Myself :- Ensuring transparent selection process based only on Merit
- 2) My daughter :- Ensuring that she is able to clear only by honest means and on merit
- 3) Other examinees :- Same as that of my daughter in this context
- 4) Society at large :- Ensuring that its trust in the constitutional body (SPSC) is maintained
- 5) Government :- Ensuring impartial investigation & Merit-based recruitment

b) Options that I have

1) Do Nothing

- but this penalizes honest and meritorious students

2) Order a retest

- Without enquiry, this would be arbitrary

3) Order an investigation and proceed based upon the enquiry results.

The enquiry commission would

- talk to many students
- talk to invigilators
- go through CCTV footages (if any)
- look for evidences from other sources (eg media)

Based upon the findings, if cheating did happen on a large scale, I would order a retest

• Choice

I would go with (3) $\Rightarrow$ proper enquiry before cancellation of exam would lead to evidence-based decision. It would also:-

- Uphold the rights of meritorious students

- Improve trust in SPSC
- Eliminate cheaters who would otherwise have succeeded.

c) Long Term Measures

- Multiple answer sets with jumbled questions
- Strict ~~very~~ invigilation with multiple invigilators in each room
- CCTV cameras in each exam hall
- Roll numbers jumbled up ~~insert~~ so that even if 2 people ~~at~~ ^{submit} ~~fill~~ form at the same time, they would not be assigned numbers consecutively
- Flying squads for each exam
- Own intelligence network regarding cheating
- All found cheating to be debarrred from future exams.

14. You are waiting in your car for your turn at a toll tax booth. You suddenly witness some men heckling and manhandling the toll booth operator and vandalising the property at the toll booth. They are accompanying a local politician who was passing through. Disgruntled with the fact that they were asked to pay the toll, they began to argue that the toll is too high and the public is being exploited by charging an unreasonable toll fee. At the same time they are also warning others against paying the toll fee. However, the other people around you are keeping with themselves, without anyone coming forward to intervene. While you also felt that the toll was quite high, you believe that this is not the right thing to do.

(a) Bring out the ethical issues in the case above.

(b) What accounts for such an overt display of hooliganism in our country.

(c) What is the course of action that you would take? Justify with appropriate reasons.

(20)

a) Ethical Issues

- Whether to pay the toll that one deems to be too high
- Whether to intervene in the fight that is violent
- Saving a life (of toll operator) vs. saving oneself from trouble
- ~~Can~~ Politicians themselves using illegal methods of protest, setting poor examples
- Whether to raise voice against injustice or keep silent.

b) Reasons for overt display of Nooliganism

- VIP Culture and colonial mindset due to which politicians and rich feel that they have some special entitlement
- Weak rule of law due to which justice is not done swiftly
- Long-drawn judicial trials and low conviction rates
- Use of influence and connections to get out of consequences of such misdeeds
- Reluctance of ~~FDP~~ Police to file FIRs against well connected people
- Lack of adequate protest from civil society and media
- Use of muscle power in politics due to which anti-social elements and criminals enter politics
- A lack of respect to the rights of others

c) Course of action that I would take

⑦ I would pay the toll as I must pay for using a service

⑧ I would immediately intervene in the following manner

→ talk to the hooligan's leader in a polite tone to make it stop

→ Appeal to his emotions as well as use reasons that

- it is being recorded on CCTV
- he would have to face legal consequences

- It is not the fault of the operator who is just doing his duty

- He should highlight high tolls using peaceful means and get it covered on media.

→ Use emotional intelligence techniques to persuade other commuters to help me break the fight and pay their toll

⑨ After the incident

- I would register an FIR
- would be willing to identify the hooligans who resorted to violence
- would be willing to help the police and appear in the court

Reason

This would be done as it

- Breaks the fight
- Brings the perpetrators to justice
- Saves the toll operator
- Ensures that all pay their tolls.

