

EVALUATION INDICATORS

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

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

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5.

6.

All the Best

SECTION A

1.

(a) The seeds of patriarchy and gender inequality are sown at home, which manifest as a weed at the societal level. Elucidate. Suggest an ethical framework to systematically address the issue of patriarchy in the Indian society.

(b) What are the factors which drive people to take law in their own hands rather than following the due process of law? Discuss the ways to address the problem of not justice.

(a) The unequal interactions of gender relations are taught to children within the home itself. Patriarchy, which refers to the set of beliefs, practices and structures that enable men to gain privileges over women, is reproduced through the means of the family.

Within the home, the father is seen as being superior in social stature, wields control over the finances and has monopolised decision-making power, while the work of women is trivialized. Young boys are taught to be masculine, to never cry and are encouraged to

take up pursuits outside such as sports, leadership and academics while women girls are socialized to perform household chores and care work. This manifests in wider social stratification based on gender roles.

To address this problem, we need measures at multiple levels. Within the home, girls and boys must be treated similarly and taught to share responsibility. The recent 'Boys don't make others cry' advertisement campaign is a good step. Further, opportunities for education and jobs for girls should be making maximized and women's care work must be compensated through care work wages and social status. Therefore, both attitude change and structural reforms are necessary to tackle patriarchy.

Some of the positive steps by the government in this context are the 'Beti Bachao Beti Padhao' campaign, Sakshya Samridhi Yojana, improved maternity benefits, reservation for women in local governments etc.

(b) The legal system in India is beset with many problems which have incentivised people to pursue vigilante justice as well as mob justice. Some

a) these problems are -

- (i) apathy of the police towards the victims
- (ii) news of criminals, politicians and policemen
- (iii) lack of investigative capacity of police
- (iv) delays in the judicial system, sometimes cases stretching over over decades.
- (v) inadequacy of punishments and low conviction rate
- (vi) lack of protection of victims from social pressures as well as retaliatory violence.

To address this problem we can consider recommendations of the Committee to Review Indian Criminal Justice

System (03) which advocated victim oriented justice. Mob justice is essentially the product of the people not seeing justice being done adequately. To tackle this

(v) trials must be conducted speedily, avoiding intermediate delays

- (ii) the police must be sensitized to the plights of the victims and must put their opinions first
- (iii) techniques of investigation must be improved, with latest technology to improve conviction rate
- (iv) political interference must be eliminated
- (v) the safety of the victims must be assured
- (vi) vigilantes and mobs must be prevented and acted against, through law

The government must also convey its condemnation of mob justice to create resider change in attitude towards rule of law.

2 (a) In a democracy, the purpose of the government should be to make it easy for the people to do good and difficult to do wrong. comment.

(b) Discuss John Stuart Mill's idea on freedom of thought and expression. Also, give reasons as to why, according to Mill, representative democracy is the best form of government despite its inherent weaknesses.

(a) A democratic government is said to represent the will of the people. Philosophers have opined that people are good by nature and the role of a government is to enable them to do good and prevent them from doing wrong.

A democratic government has the fundamental purpose of betterment of lives of most or majority of the people. The easiest way to do this is to enable the people to do good for each other. Through this lives of all can be improved.

On the other hand, the majority who are doing good must be protected from the minority doing wrong. Therefore, the government has the obligation to set up rule of law which makes it difficult to do wrong by punishing, deterring and reforming the wrongdoers so that the good work can continue unhindered.

In contrast, a non-democratic government is driven by the impulses of the minority and may fall prey to the tendency to do wrong. Therefore, democracy is considered the best way to enable people to do good.

(b) John Stuart Mill, a great philosopher of the Enlightenment era is considered the father of the liberal movement. His emphasis on freedom of thought and expression lies at the core of modern political systems.

According to Mill, the state

exists to enable the individual to attain his full potential. In this process, the freedom of thought and speech is critical for the development of the individual personality and also for the containment and critique of a state which is encroaching on the domain of the individual.

According to Mill, representative democracy is the best form of government because it is a manifestation of the will, choice and freedom of the people of the being governed. It is more efficient than direct democracy which may lead to tyranny of the majority, but garners just as much trust from all sections of the society. Further, unlike monarchies and dictatorships, a democratic government can be changed or overthrown, the ultimate representation of the freedom of choice.

3 (a) It is argued by some that nuclear weapons have acted more as a deterrent than leading to war and mass destruction in this context, discuss whether it is ethically right to possess nuclear weapons to create nuclear deterrence.

(b) Differentiate between administration and leadership. Highlighting the traits which characterise an effective leader, discuss the importance of leadership in ensuring effective public service delivery in a bureaucratic setup.

(a) The stockpiling of nuclear weapons by more and more countries to create nuclear deterrence has created an ethical dilemma, particularly in the context of the North Korean crisis.

The advocates of nuclear deterrence argue that it is a means of self defence and promotes peace as no country ~~can~~ will declare war on another country if it fears nuclear retaliation. They use the absence of any nuclear attacks during the cold war as evidence of this.

However, this argument has come

under critique as non-democratic countries are acquiring nuclear weapons and do not much care to protect their people from retaliation. As a result, ego and adventurism are guiding threats and counter threats.

Even a single nuclear attack is unethical as it has the potential to wipe out life on earth. However, in the absence of obligatory, monitored, time bound disarmament, it becomes ethically imperative for countries like India to acquire nuclear weapons to protect their citizens. Till such disarmament comes about, our 'no first use' policy is perhaps the most ethical path.

(b) Administration and leadership are complementary aspects of bureaucracy. Here, administration refers to the set of practices which allow continued functioning of organization to attain common goals. Therefore, the administration is concerned with maintaining the status quo and can be considered conservative.

In contrast, leadership is defined

as the ability to create greater energy towards attaining a goal.

This involves the capacity to set new goals as well as motivate people to put in more efforts and achieve better results.

The important attributes of a good leader are ability plan, prioritize and organize, listen to subordinates and take inputs, motivate others, provide constructive criticism, create harmony in the group, minimize conflict, act dynamically, think outside the box etc.

In a bureaucratic setup, leadership can improve public service delivery through -

- (i) changing the processes to increase efficiency
- (ii) reducing resistance to technological changes
- (iii) motivating people to perform better and get more satisfaction
- (iv) setting higher targets
- (v) inducing fresh thinking, with inputs from citizens.

For this reason, upper bureaucracy must be trained in leadership and not just administration.

4(a) Apart from functional knowledge and expertise, the efficacy of a civil servant also depends upon his emotional intelligence. How does emotional intelligence contribute to efficacy? How can civil servants enhance their emotional intelligence?

(b) Enumerate the mechanisms that promote accountability of public officials in discharging their functions and responsibilities in India. Also, discuss why ensuring accountability for performance is not a simple task in government service.

(a) Emotional intelligence refers to the ability to recognize, understand and manage one's own emotions as well as that of others. This can enhance efficacy of a civil servant as

(i) it will prevent repression of emotions as well as outbursts

(ii) it will reduce anxiety and irrational fears

(iii) it will enable clear thinking in crisis situation

(iv) it will create resilience to bounce back from adversity quickly

(v) it will help in managing relations as well as avoiding conflicts.

(vi) it will enable better understanding and management of the emotions of colleagues to create greater efficiency

A civil servant can enhance his or her emotional intelligence through -

(i) developing techniques for empathetic understanding of other's problems

(ii) undergoing sensitization training

(iii) listening to the problems of others

(iv) developing capacity to read body language

(v) reading a diverse range of material to enhance experiential knowledge

(vi) practicing yoga

Ultimately, emotional intelligence can be improved by actively working to become self aware and empathetic.

(b) Accountability of public officials in discharging their duty towards the people has been enabled through a variety of traditional as well as innovative mechanisms such as

(i) traditional answerability to superiors in the hierarchy as well as elected governments, through PRAGATI for example

(ii) establishment of vigilance officials as

well as ombudsman system through lokalpal and lokaayakta

- (iii) enactment of Right to Information Act
- (iv) accountability to the judiciary in case of wrongdoing
- (v) grievance redressal systems such as the government's only online grievance monitoring scheme
- (vi) promotion of e-governance for greater transparency

However, despite these measures, it is difficult to create accountability over government service because of the

- (i) complexity of official rules and laws, knowledge of which is monopolized by the officials
- (ii) monopoly of the government in service delivery
- (iii) entrenched interests of political leaders in corrupt officials
- (iv) resistance of the bureaucracy to change
- (v) advisory nature of ombudsman
- (vi) need for government permission for judicial action
- (vii) low deterrence due to lack of penalties

Therefore, accountability in government service is a slow but ongoing process.

5. 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) 'The greatness of a nation and its moral progress can be judged by the way its animals are treated.'

(b) 'Prejudices are what fools us for reason.'

(a) The standard for moral behaviour has always been in the equitable treatment of the weak and the vulnerable. In modern society, where human progress is seen as the end goal of all systems, including the nation, no one is more vulnerable than animals.

The treatment of animals is a matter of ethical concern as well as a source of dilemma. The concern comes from the conflicting values to be preserved in the form of traditional norms and modern rational laws. This was evident in the Supreme Court's judgement against use of bulls in jallikattu festival.

in Tamil Nadu which was opposed through mass protests by those seeking to preserve traditional ~~to~~ cultural practices.

Another source of dilemma is the conflict between non-violence towards all forms of life manifested in vegetarianism and preserving the individual private choice of food. Another dimension is added to this through religious prescriptions and mob violence to protect the 'sacred cow'. This conflict between individual v/s animal life is not easily solved.

In this context, the Prevention of Cruelty to Animals Act strikes a balance between prescribing standards of safety, nutrition and care for animals, and the needs of cultural protection. By enforcing these, the moral integrity of Indian citizens can be enhanced even as their cultural identity is strengthened.

(b) Prejudices refer to preconceived notions that people hold about others which are not evidence based and therefore, unduly bias their actions.

Reason, in contrast, is always logically derived and evidence based and is therefore critical in dispelling prejudices and ensuring fair treatment to all.

In the absence of reasons, people are deprived of the ability to question and critique any knowledge presented to them and therefore, to easily accept the prejudicial pronouncements transmitted as common sense. For example, the idea that women are naturally more caring and biologically less capable of combat has been considered as fact unquestioningly. Since modern education is based on reason, those who fail to adopt it can be considered fools.

At the same time, it must also be considered that prejudices are culturally transmitted, people are socialized early into their life into such thinking. For example some who is constantly hearing of Islamic terrorism and jihadi aggression is likely to become Islamophobic. Therefore, dismissing them as fools is not enough and their ignorance must be tackled through awareness.

6. Ensuring that government decisions are not influenced by public officials private interests is a growing concern. Discuss in the context of India. Also, enumerate the core principles reflected by OECD guidelines for managing conflict of interest in the public sector.

The conflict between public and private interests and between self aggrandizement and selfless thinking is central to government decision making.

In the Indian context, this problem is particularly seen in growing corruption where public officials are not hesitant in accepting rewards for illegally benefitting someone. Even in defence procurement, the frequent scams are evidence of deteriorating public concern.

Further, individuals are constantly put into situations of conflict of interest such as dealing officially with relatives and friends or having outside business interest but do not have the moral

integrity of disclosing such dealings and reversing themselves. To gain personally, they curry favours with politicians and end up beholden to them, forced to act illegally and against public interest.

To tackle this, the Organization for Economic Cooperation and Development has given some guidelines to prevent conflict of interest such as-

- (i) public officials must not indulge in acts which will reduce their integrity in the eyes of the people
- (ii) they must not have private dealings in matters of government business
- (iii) they must not interact with people of questionable ^{integrity} and give undue favours to some people.
- (iv) they must ensure utmost transparency and accountability.
- (v) they must not use their office for personal benefits.

In the Indian context, the Rules for disclosure of personal assets by public officials under the Lokpal Act, 2013 will go a long way in implementing this.

7. Discuss, with examples, the significance of principle of public life as recommended by Nolan committee. Why are these principles considered as an essential set of expectations from public servants?

The Nolan Committee set up in the United Kingdom to suggest measures to enhance ethical conduct in governance enumerated honesty, integrity, accountability, leadership, openness, selflessness and objectivity as the essential traits for public life.

The importance of these principles can be seen from their significance in the Indian context.

Honesty ensures that public servants do not indulge in corrupt practices and do not misrepresents facts about themselves and their dealings to the people. Integrity refers to consistency between actions and words, so that the ideals of public life are put into practice. With these, grass root corruption in India such as paying bribes to avoid traffic violations

can be eradicated.

Through selfless work, private concerns such as career advancement and placating superiors are put behind the service of the people. The numerous whistleblowers against illegal mining, for example, sacrificed their own safety.

Objectivity is essential to ensure that all sections of people are treated fairly and decisions are evidence based rather than driven by prejudices.

This is important to accommodate the diversity of India.

Openness ensures that public servants can accept and adapt to change. The induction of ICT and e-governance in India is an example of this as well as of enhanced accountability.

Therefore, these attributes must be considered essential expectation from public servants to ensure that government service is responsive to the needs of the people, can be held answerable for wrongdoings and can efficiently work for the most vulnerable sections.

8. A peculiar human situation exists for the people fleeing from war zones - they cannot go back to their homeland for fear of being persecuted and no country is ready to bear their burden due to various reasons. Citing contemporary examples, discuss the ethical issues involved in such situations.

The condition of refugees, fleeing from violence and deprivation in their home countries and facing grave threats to survival and safety on the way, is one of abject poverty and helplessness as the destination countries do not want to accommodate them.

This is evident in the case of Syrian refugees in Europe as well as Rohingyas in India and Bangladesh.

The major ethical issue faced in this context is the dilemma between protecting interests of citizens of a country versus providing relief to the persecuted and deprived.

In the Indian case, security concerns about radicalization of the Muslim minority are preventing India from accepting them.

In Bangladesh the problem is of infrastructure, resources and services which are already stretched from the high population density.

In Europe, the biggest concern is of demographic change and violence between Christian communities and Muslim immigrants.

On the other hand, all these countries have pledged to protect human rights and the Western nations are also liable for creating conflicts in the first place. The tenets of universal humanism also demand that outsiders are not treated any differently than citizens.

Balancing these varied ethical values is going to be crucial in solving the ongoing refugee crisis.

SECTION B

9. As the administrator in charge of your area, you are witness to the widespread food wastage in lavish parties as well as in restaurants and eateries, on one hand and people starving due to inability to ensure one square meal a day. On the other, Realising that it is not scarcity of resources, but the habit of people that is causing paucity in availability of food you decide that certain measures are needed to be taken in order to deal with the issue of starvation at the street level.

Given the situation, answer the following questions:

- Identify the ethical issues involved in this case.
- What measures would you take to deal with wastage of food in your area?
- What explains this co-existence of affluence and hunger in developing countries like in India?

(a) The coexistence of affluence and deprivation in India is one of the core concerns of good governance. The ethical issues involved in the above case are-

- wastage of precious resources due to absence of economy
- protecting rights of the weaker section

- and empathy for their struggles
- (iii) controlling the lifestyle of the elite
 - (iv) involvement of government providing basic services to the poor
 - (v) dealing with inequality and relative deprivation, and promoting redistribution of wealth
- (b) Some simple measures which can be taken to deal with food wastage in my area are -
- (i) creating awareness among the affluent and educating them about their moral responsibility to not waste scarce resources
 - (ii) setting up a system for collection of leftovers from parties
 - (iii) encouraging private restaurants to collect leftovers
 - (iv) providing free meals to the starving through public canteens from the leftover food
 - (v) one extreme measure to be considered is limiting the varieties, amount and ~~per~~ expenditure on food for a given quantity of guests as seen in Kashmir.

(c) Developing countries such as India started out as ex-colonies with extraordinary poverty and hunger. The stated socialist ideals of the early years became mired in corruption, inefficiency and scams.

Subsequently, the economies were liberalized allowing private enterprise to flourish while accumulation of profit even as wages stagnated and quality of jobs decreased, leading to greater inequality and coexistence of affluence and hunger.

Further, the Green Revolution drastically improved agricultural productivity. But in the absence of adequate storage, transport and processing as well as sufficient wages for the farmers, the benefits have accrued to the rich. The poor still get substandard grains and almost no nutrition from the public distribution system, even if they are able to pay for a square meal.

10. The excluded and marginalised section of society are worst hit by globalisation. Take the case of Particularly Vulnerable Tribal Groups (PVTGs) like Sentinelese of Andaman and Nicobar islands; their population has reduced drastically and they are facing various other problems as well. In this context answer the following questions:

(a) What are the challenges faced by PVTGs due to globalisation?

(b) If you are posted as a Development Officer in such an area, what will be your priorities to reduce their vulnerabilities and ensure welfare?

(a) Globalization, or the process of increased integration of global economies and societies, poses various threats to the survival of the Particularly Vulnerable Tribal Groups such as -

(i) outsiders are encroaching upon their land as better transportation facilities have made it easier to move to the islands and interior areas.

(ii) due to this movement of persons, the PVTGs are exposed to new diseases which have reduced their population due to lack of health facilities.

(iii) with the expansion of economies, the

forest and minerals resources are in greater demand and as a result, the PVTGs are being displaced and dispossessed.

(iv) The cultures of the PVTGs are being eliminated as the universal global cultures is coming to dominate their lives through better communication with the outer world. This has also exposed them to new vices.

(v) Globalization has also increased competition and it is difficult for the PVTGs to successfully integrate in mainstream societies even if they chose to as they cannot access adequate education.

(b) As a Developmental Officer posted in an area with PVTGs, I will have to address two central concerns - providing basic services to ensure their survival while protecting their rights and identities. My major priorities will be -

- (i) setting up schools to provide modern knowledge and competitive education
- (ii) setting up health centres and

- providing adequate health services
- (iii) building infrastructure for better connectivity
 - (iv) using ICT for e-services such as tele education and m-health
 - (v) organizing them into local groups to voice their concerns to the political leaders and to implement new schemes
 - (vi) enhancing participation in forest protection
 - (vii) setting up cultural centres to document and preserve their heritage.
 - (viii) providing access to clean drinking water, sanitation and shelter

Beyond this, I will strive to empower the groups so that they can work for their own betterment in the long term such as setting up of optical cable to Andaman and Nicobar to provide internet connection and Umbrella scheme for PVTGs under central sponsorship.

11. Undercover journalism exposes injustices, negligence, corruption and wrongdoing and yet going undercover to expose wrongdoing remains controversial. But, undercover journalists contend that they are fulfilling a fundamental duty of finding truth through their journalism. They argue that public enlightenment is the forerunner of justice and the foundation of democracy and the duty of the journalists is to further those ends by seeking detail and providing a fair and comprehensive account of events and issues. So, there are some supporters of this kind of journalism, which sometimes infringe the privacy of individuals. However, some journalists also urge avoiding surreptitious methods of gathering information except when traditional ^{per} methods will not yield information vital to the public. In this context, answer the following questions:

- (a) What are the ethical issues involved in the practice of undercover journalism?
- (b) Do you support the practice of undercover investigation by journalists? Give reasons in support of your answer.

(a) Undercover journalism has become a critical tool in the hands of the media to expose wrongdoings in the recent time. The ethical issues involved in this practice are -

- (i) obligation of the media to uncover the truth for public consumption
- (ii) enabling people to hold officials unaccountable
- (iii) infringing on right to privacy of individuals
- (iv) breaking the law for a good end
- (v) scope for blackmail by unscrupulous media persons
- (vi) interference with internal investigations
- (vii) cases of tampering and morphing of evidence.
- (viii) misrepresentation of facts to the government such as filing false cases and impersonation
- (ix) overcoming political support to wrongdoers by directly going to the public.
- (x) biasing the judiciary and media trial

(b) The practice of undercover journalism has yielded many benefits to the Indian people. It has exposed many government officials attempting to solicit bribes. It has exposed the politician-bureaucrat-

criminal names and has increased the participation of the public in the democratic process. It has created awareness about loopholes in deterrent laws and even infringement of fundamental rights such as torture in police custody.

However, in the context of the recent SC judgment on the fundamental right to privacy, it becomes imperative to reexamine this practice. Without a warrant, evidence is collected by media persons and its admissibility and legality in court is questionable. Hence, it may be doing more harm than good.

Therefore, while I support the use of undercover journalism in cases where there is no other means to expose grave injustice, it must be used with circumspection. As rigid guidelines will only stifle the press, it is upto the media to engage in self-regulation and for the people to hold the media persons accountable.

12. You are the chief executive of ABC Ltd, an automotive component manufacturing company. Until recently, all of your production plants were located in city X. However, the cost of production has risen, causing profits to decline. A number of factors have led to an increase in the production costs. First, the union representing the workers in your plant won a successful strike resulting in increased salary and benefits. A second factor has been imposition of stringent environmental regulations. Shareholders are concerned about the declining fortunes of the company. Many of the competitors have moved their operations to less developed cities, where the operating costs are less than city X. ABC Ltd is a major employer in the city where it is located, and you know that a plant closure will cause economic dislocation in the city.

Given the situation, answer the following questions.

- (a) What are the ethical issues involved in this case?
- (b) How can the interests of different stakeholders be reconciled in this case?

(a) The private concerns of the owners of a company are often in conflict with that of the workers. In the above case, the major ethical issues involved are -

- (i) maximization of profit for the shareholders
- (ii) reducing cost of production by

- decreasing wages for workers
- (iii) maintaining relationship of loyalty with the people of city X
 - (iv) causing economic disruption in the city
 - (v) wholesale cutting of jobs sending many into poverty
 - (vi) rights of the unions to strike work to demand better working conditions
 - (vii) social obligations of private companies
 - (viii) adapting to changing scenario, both by the company and the workers
- (b) It is extremely difficult to balance the interests of the different stakeholders in this case. The stakeholders include shareholders of ABC Ltd, myself as the chief executive, the workers union, the workers, the city officials, the people of city X, the people at the possible new location, competing companies etc.

Some steps which can be considered to resolve the situation are

- (i) calling a meeting of the workers' unions and asking them to forgo any further increases as a condition

- for not relocating
- (ii) discussing possible alternatives with the officials such as subsidies on pensions, benefits etc.
 - (iii) reducing cost of other factors of production
 - (iv) selling the company to plant to another company in a better condition as seen in the case of the Tata Steel plant in UK
 - (v) reskilling of the labourers to perform other work while automating the lower rungs. This will reduce the number of job cuts and wage cuts.

Therefore, all stakeholders cannot be satisfied. ⓓ The best case scenario is a compromise as suggested in the last option along with some of the other steps

13. You are posted as a District Education Officer (DEO) in a Maoist affected district. You have been specifically given the responsibility to work on the literacy mission. After reading the education reports and doing field visits, you find that the number of out of school children has increased drastically and the motivation amongst students and teachers is also low. While the basic infrastructure is already in place, the main hurdle in attracting students to these schools include the attitude of inhabitants towards education and the security issues involved in sending children to schools.

Given the situation, answer the following questions:

- Analyse the reasons behind such an attitude.
- As a DEO, what are the steps you would take in order to increase the school attendance and change the prevalent attitude of inhabitants towards education?

(a) The disinterest of children in Maoist areas in attending school can be attributed to various factors such as -

- the lack of perceived benefits from education as they are unable to get jobs in a competitive market
- education based on uniform curriculum not catering to local culture
- illiterate parents not able help their children

- (iv) having to move away from home to pursue higher education as well as to get jobs
- (v) the presence of violent groups nearby
- (b) As the District Education Officer I will take the following steps to increase school attendance and change attitudes towards education -
- (i) setting up awareness programmes in villages about the benefits of education
 - (ii) working with the gram Panchayat and the village elders to motivate parents to send their children to school
 - (iii) modifying the curriculum to address the concerns specific to Maoist and tribal areas
 - (iv) infrastructure building for better access to girls
 - (v) enabling access to latest knowledge through ICT.
 - (vi) regular training and sensitization of teachers as well as hiring teachers from local areas.

(vii) Midday meal scheme and monetary incentives are also useful tools to increase attendance

4. Mr Pradeep is a senior civil servant in the central government and is involved in the budgeting department. In the course of performing his duties he comes to know of diversion of funds earmarked for SC/ST sub-plan for other purposes. While he is not directly responsible for this aspect of the budget, he raised his concerns to the department concerned. He also learns that the minister responsible as well as senior civil servants are aware of the practice and have given tacit approval for it. Soon thereafter Pradeep was summoned to talk on the issue and was told that since the matter is not within his jurisdiction, he should "keep his nose out of it". After much soul searching, Pradeep decided to drop his resignation by leaving the matter alone. Based on the information given, answer the following question:

- (a) To elaborate the intense dilemma that Pradeep faces in the given situation.
- (b) On what basis can the decision of Pradeep be justified.
- (c) Had you been in Pradeep's place, what would have been the course of action that you would have taken? Briefly mention the merits and demerits of any.

(a) The above case is the classic instance of the dilemma faced by an honest officer in a corrupt organization. By character, Mr Pradeep seems to be honest, forthright, conscientious and moral and has

therefore brought the inappropriety to notice of his superiors. This is in dissonance with his desire to obey the orders of his superiors, follow the rules of jurisdiction and to avoid creating ripples in the workplace. Therefore, as a man of integrity he will face discomfort in following the course of action.

(b) Pradeep's decision to drop the matter can be justified based on

(i) utilitarian principle that since his superiors have given tacit approval, he would not have achieved much and at the same time would have threatened his position in the organization

(ii) he has performed his duty to the best of his capability within the constraints

(iii) the matter is outside his jurisdiction

(iv) he must follow the orders of superiors

(c) In Pradeep's place, I would have found it difficult to drop the matter even if I am not directly responsible.

Therefore, I would have recorded the evidence based on which I had made the initial complaint and would have put in ~~a~~ a written complaint. However, if I did not have any evidence, I would have waited until such evidence came to me rather than illegally investigating the matter. Upon getting the evidence I would have passed the same onto the vigilance organization, anonymously if required as the senior most civil servants are involved.

The demerits of this approach is that it will definitely create antagonism between me and my colleagues and may dent my career progression.

However, the benefits include the satisfaction of my conscience,

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integrity and justice and ensuring
that action is taken against wrongdoers