



GS Answer Writing Module 2023

Test 13

Time Allowed: 1 Hour 30 Minutes

Max Marks: 130

Name: AAKRITI

Test Submission Date: 6/7/23

Email Address: _____

Mobile: _____

Instructions:

1. All questions are compulsory.
2. Question 1-7 10 marks each & Word Limit **150**.
3. Question 8-10 20 marks each & Word Limit **250**.
4. Answers must be written in the medium authorized in the admission Certificate, which must be stated clearly on the cover of the booklet in the space provided.
5. Content of the answer is more important than its length.
6. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off.
7. All parts of the question should be written at one place itself.
8. **Filling all the details in BLOCK LETTERS is mandatory.**

Q. No.	Marks	Q. No.	Marks
Q1		Q6	
Q2		Q7	
Q3		Q8	
Q4		Q9	
Q5		Q10	
Total Marks:		Evaluator Code:	

explain with suitable examples three most common dilemmas faced by public servants. Discuss how can they be resolved (10m)

ethical dilemmas are intrinsic to the lives of public servants. They represent situations of decision making causing a mental conflict between moral imperatives.

common ethical dilemmas

- ① empathy vs official Duty - during covid 19 lockdown, migrants flouted norms warranting official action but empathy took precedence
- ② political neutrality vs personal conviction - e.g. Ms Sabarwal wrote opposing views on (public servant) Bilkis Bano case, release of convicts - she received support

but faced backlash

- ③ Transparency vs confidentiality
eg. sharing information with public that can embarrass government (personal cost for doing right thing)

Resolution

- ① Adherence to the code of conduct; rules & regulation eg social media usage related
- ② Perform critical analysis & then be ready for consequences (Gandhian ethics).
- ③ Fulfil Dharma of serving public, not the party in power.
- ④ Evidence decision making process (write reasons) to create a firm basis

Thus, ethical dilemmas are unique situations bringing out the character of a public servant.



Que.2

Examine various challenges in effective public service delivery in India? Do you think 'Sevottam Model' can help in improving India's public service delivery? (10 Marks, 150 Words)

Public service delivery ^{with efficiency} lies at the core of all the public services

Need → Fiscal prudence → optimum delivery.
→ Justice at the core (Foundational value).
To support public endeavour → Government - public trust
eg. B2G2B (patent).
→ Making people 'feel' the presence of state

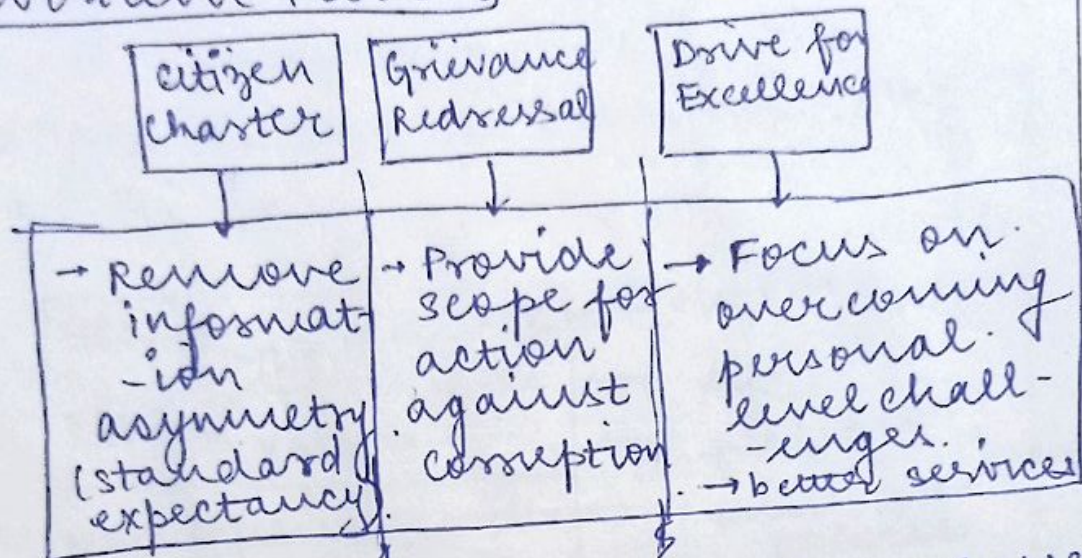
Challenges

- ① corruption & nepotism in the process → reduced efficiency
- ② Lack of public awareness about standard expectation for services
- ③ Lack of information ^{capacity} with the public to effect a change.
- ④ Personal characteristics eg. low competency of public servant or complacency, digital illiteracy etc.



- ⑤ Lack of adequate tools to promote efficiency in service delivery eg. last mile connectivity

Servotam Model

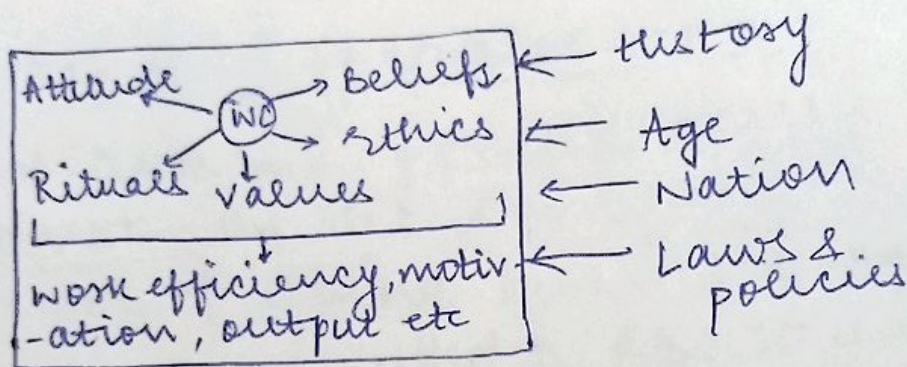


Thus, the Servotam model possesses the potential to overcome a few challenges to efficient public service ^{delivery}, but it is contingent on a maximalist implementation orientation at both - public & officer levels. officers must be duty bound ~~all~~ while citizens must actively participate for efficient service delivery.

Que.3

What do you understand about work culture? With suitable examples explain the critical role of work culture in the performance of organizations. (10 Marks, 150 Words)

work culture refers to a set of ^(WC) shared values, beliefs, rituals and behaviours that the organization as a whole conforms to.



critical role in performance

- ① Diversity → a positive attitude towards diversity (caste, gender etc).
→ increases tolerance for diverse view points → better decision making → better performance
- ② Strong company identity →



It increases internalization of role as a member of the company → motivation to work.

③ Reward expectancy → strong ritual to reward employees → increases initiative & creativity

④ ethical operation → It increases government's trust on the company → ease of doing business eg. Yes Bank under RBI scrutiny → low ease of business

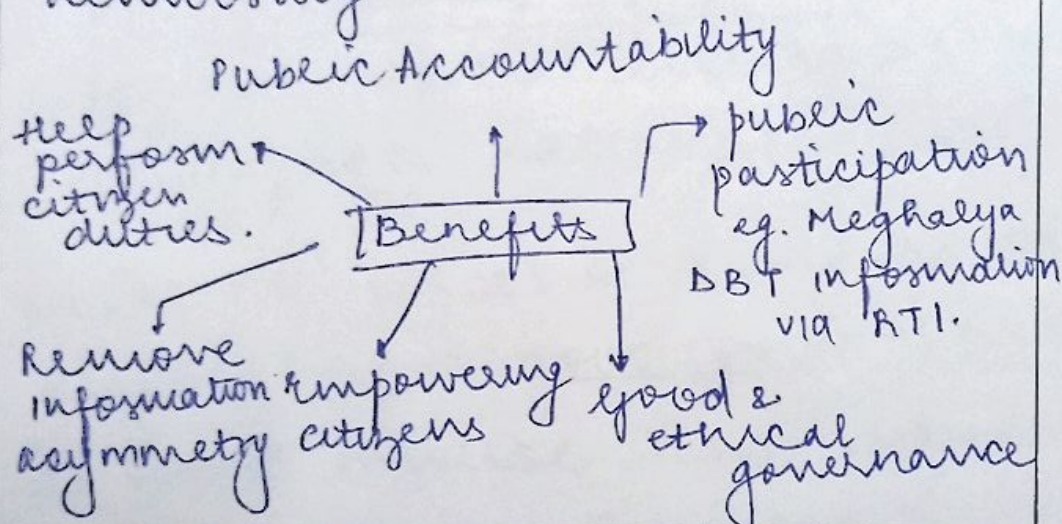
⑤ Value for culture → An MNC in a nation the values local culture → more acceptance → more local employees & loyalty

Thus, the work culture offers the context in which a company performs & so it can reduce or increase efficiency

Que.4

Though the RTI Act has been a breakthrough in creating mechanisms and platforms for the practice of continual public vigilance that are fundamental to democratic citizenship, its misuse has defeated its very purpose. Do you agree? (10 marks, 150 Words)

RTI Act 2015 was a watermark legislation providing a strong base for promoting transparency & accountability in Indian democracy



Misuse impacting performance

- ① high volume of personal frivolous applications eg personal details — marital status, date of birth etc of officers



- ② Overburdening of an already burdened Bureaucracy
- ⑤ Harassment of public officers by threats of using RTI for minor inconvenience
- ④ ~~It~~ It is also used to sought confidential information, opposes official secrets act etc.
→ impacts national interest.

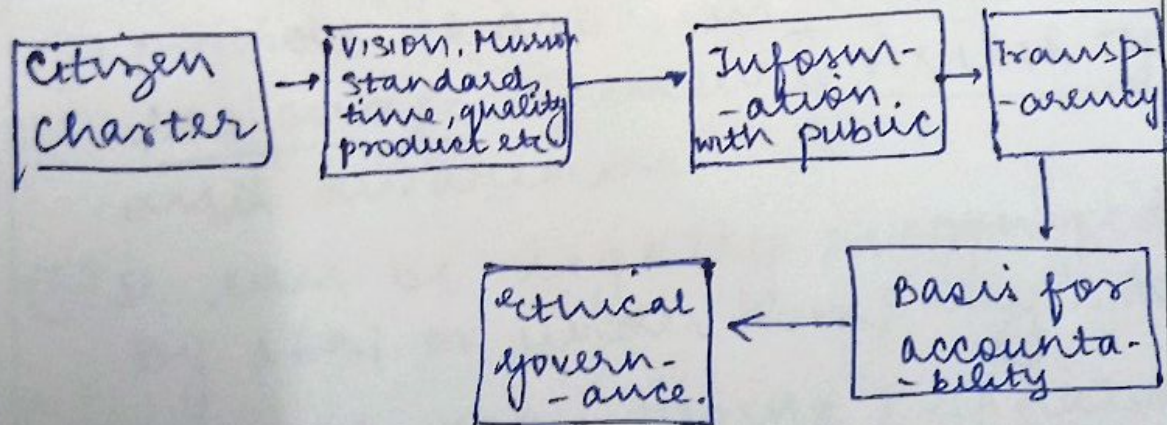
While RTI offers a strong tool at disposal for good governance its ~~also~~ misuse has reduced its efficiency. The need of the hour is to plug these issues while strengthening information regime for accountability. Max Weber rightly said, the fate of Bureaucratic power depends on the magnitude of public information

Que.5

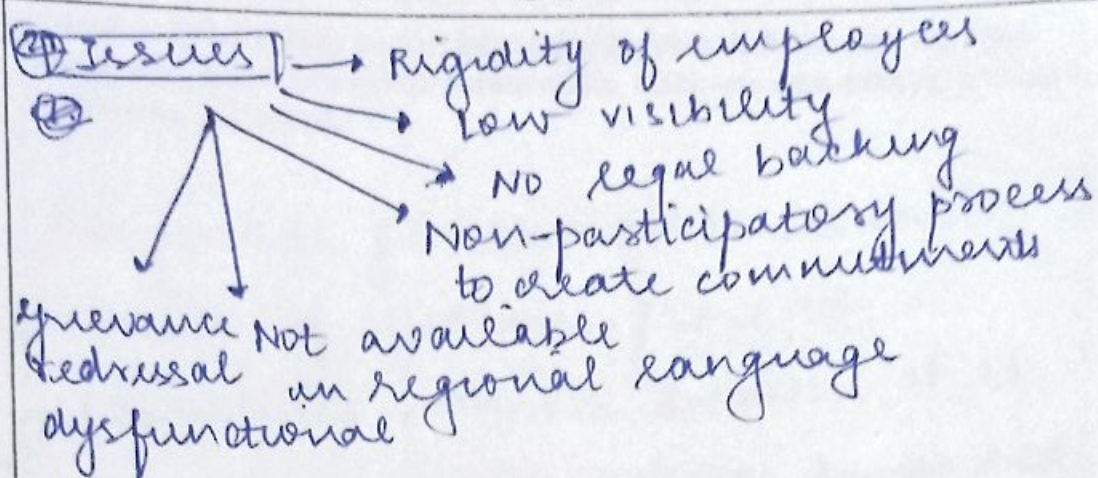
The objective of Citizens' Charter is to enhance transparency and accountability of organizations. Elaborate. Discuss various issues related to citizen charters in India and suggest measures to enhance effectiveness of Citizens' Charter. (10 Marks, 150 Words)

Citizen charter refers to a set of commitments^(cc) related to the standards of services which is provided by an organization. It forms the basis for citizen expectations.

Transparency & accountability



- ① Charter removes information asymmetry → empowers customers
- ② It helps fulfil duty of consumer to report discrepancy



Measures to improve

- ① Ensure involvement of consumers & employees in the process → more acceptance
- ② Provide charter in local language & ensure visibility and awareness
- ③ It can be legally recognized by SEBI or under company's Act
- ④ Regular monitoring & updation (Kaizen)

Thus, citizen charter, if used effectively can provide better transparency & accountability in services.

Que.6

Corporate governance cannot be guaranteed merely by introducing more regulations but improved corporate ethics. Elaborate with suitable examples.
(10 Marks, 150 Words)

Corporate governance entails a set of systems, processes & principles, which ensure that the company is being governed in the best interests of all stakeholders.

2 ways → Top Down → External Regulations
→ Bottom up → Corporate Ethics.

External Regulations → RBI guidelines, SEBI rules, company's Act etc.

These provide for accountability from outside but increasing the number of regulations cannot ensure corporate governance eg Chanda Kochar

Videcon case, PMC case, PNB case etc. all happened in context of regulations.

Corporate Ethics → It involves inculcating an ethical orientation for corporate governance

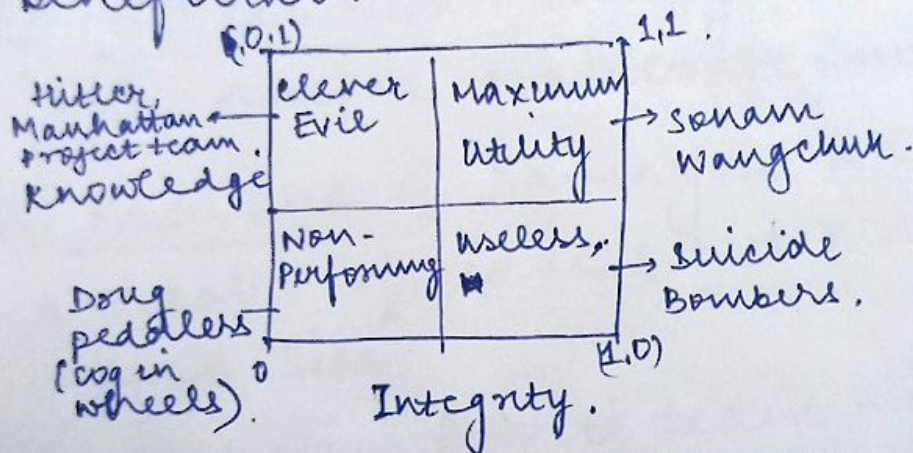
- ① Provides for internal accountability → conscience pricks if wrongful acts done
- ② Maximalist → operates where regulatory vacuum exists eg. cyberspace
- ③ operates at individual level & creates a social pressure eg. people at power positions will be inclined for ethical operation

Thus, while external regulations are necessary they are not sufficient. For better governance, corporate ethics must be created.

Que.7

What do the following quotations mean to you in the present context?
 "Integrity without knowledge is weak and useless, and knowledge without integrity is dangerous and dreadful". - Samuel Johnson. Elaborate. (10 Marks, 150 Words)

Knowledge is a potential to achieve great things but without an ethical steering, this potential is more deadly than it is beneficial.



Integrity without knowledge

① ~~Group~~ Group polarization → riots, mass lynching → integrity shown in hatred for other group but without knowledge of the shallowness in this

② ~~Religious~~ Suicide bombers religiously



follow their leaders upon being brainwashed.

② Knowledge without integrity

- ① Shakuni in Mahabharata was an able chess player but wasn't an ethical person
- ② Hitler was a strong leader with ample statecraft knowledge
- ③ Ravana of Ramayan was a master of Vedas. & but kidnapped Sita
- ④ Manhattan Project team members made atomic bomb, which formed bases of mass destruction.

Thus, Integrity with Intelligence (Gandhi, Subedar, Nelson Mandela etc) is what is needed for the benefit of the world.



Que.8

You have been made a member of the board at district level which is responsible for taking interviews of candidates for recruitment in government jobs in one such state. This is in the capacity of being the district magistrate. You have been just appointed as district magistrate. As a member, you find that other members of the board write remarks about the interviewee with pencil, so that it can be changed in future to give favor or disfavor. It is done due to political pressure. You are also told to do the same as it has become a trend. The outgoing district magistrate also did the same. Suppose you are the newly appointed district magistrate then what will be your course of action. Also give justification to your actions. (20 Marks)

The case brings out the need to show courage, to resist political pressure, dissent unethical trends and perform official duty with integrity ethical issues

- ① Injustice to the deserving candidates ~~which~~
- ② Erosion of the procedural due process & merit based system
- ③ virtue of courage & dedication to ensure ethicality in interview.

④ Duty of the board to give job where it is best suited according to standard.

⑤ getting something without work (corruption) is a sin (gandhism).

Course of action

① changing the trend → I will first instruct the board members to use pens to write remarks effectively immediately.

② standardization → An objective & interview process will remove any biases; a hybrid → objective marks can also be used. ↳ subjective remarks.

③ Inquiry into the previous selections → To understand



the extent of the role of biases
an inquiry on previous select-
ions can also be done; a
performance analysis

④ Performance analysis →

To see the extent to which
the biasness has impacted
administrative efficacy

⑤ New board → the members
who have been doing this
will also have to be held
accountable; a new board
~~can~~^{will} be put in place with
clear instructions & standard-
ized process.

Justification

① It will increase trust in
the process of interview &
selection (common good)

② Justice to the deserving candidates

③ Important precedence will be set to convey that political pressure cannot meddle with & due process.

④ Improved administrative efficacy as deserving candidates will be selected

⑤ I would've performed by Dharmq as the District Magistrate having a responsibility

Thus, it is important to ensure that merit-based processes remain free from undue influence for the benefit of the larger society

Que.9

You are the financial director of a company that supplies luxury food products to restaurants and hotels. Due to COVID-19 and government-imposed restrictions on restaurants, demand has all but disappeared and your company is facing severe financial difficulty. The company employs 3,000 people across head office, the delivery network, and sales. Your CEO tells you that you need to find some savings and has asked that you produce a list of who in the finance team should be made redundant? A rumor has started amongst staff in head office that there are going to be major job cuts, and everyone in your team is emailing asking you whether their job is safe. Some team members are telling you about their financial struggles at home in the hope that it will persuade you to save their jobs over others. (20 Marks)

- Discuss various ethical issues involved.
- What would be your course of action? Justify.

The case highlights an ethical dilemma that was most recently faced by a number of organisations → job cuts. While it represents a grave situation, a decision must be made for the benefit of maximum possible people.

Ethical issues

- Empathy vs official duty → the employees who will lose job will face financial problems but the duty requires me to



perform the job

(2) Concern over team mate's situation v/s company's own financial position

(3) Courage virtues of courage and emotional intelligence to manage the situation

(4) Right to safe and stable livelihood of those losing jobs

(5) duty towards the company for profit optimization

Course of action

(1) ~~objective~~ critic Tackling the hysteria → an e-mail will be sent to all telling about the situation that has warranted this decision to ~~be~~ ^{be} made; assurance will be given on objectivity of the decision; requesting not to put emotional



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pressure.

② Objective criterion. → An objective decision matrix using performance, attendance etc will be created for decision making

③ Empathetic understanding → For those losing jobs, the remaining can pool funds to extend financial support as the crisis is hitting everyone alike. (I will persuade my team mates for it).

④ Requesting company for support → I will also request the company to extend some financial support to those losing jobs → less than salary but ~~on~~ ^{on} grounds of company-employee relation.

Justification

① empathy & compassion for.



employees is an important duty of the company

② Being colleagues, the one's with the job must also extend support. Empathetic understanding.

③ ~~The~~ objective criterion will ensure performance & evidence based decision making.

④ company's financial situation also taken into account

Thus, Covid 19 had presented a unique situation demanding humanitarian & creative solution to collectively come out stronger as a community on the other side.

Que.10

You have been newly hired as the food safety inspector in the health department. One of your first acts is to conduct a few site visits as a way of learning firsthand about your job. To your surprise and dismay, you find that many inspectors are ignoring serious health code violations. You decide to discuss your findings with your senior, Raghu, who is the head of the city's health department. Raghu suggests to you that there might be some negative fallout to the department's image if the problems of the health department become public. Raghu advises you to handle the situation with appropriate discretion and regard for the interests of the departmental team. (20 Marks)

- Discuss the ethical issue in this case study?
- Enlist various options you have with their merits and demerits.
- What would you do and why?

The case represents an ethical dilemma between the need to be transparent about government acts of emission & commission but also maintain confidentiality to prevent trust breakage.

Ethical issues

- Personal convictions about transparency v/s. official orders by seniors.
- Right to know of citizens

(Article 21) v/s. public interest in continued trust on food safety department (common good).

⑤ health code violations by inspectors. → implications for the public

④ Injustice to the public if the violators of the code go without any repercussions

⑤ virtue of courage to follow the rule of law. ⑥ work without morality is a sin

⑥ Options.

⑦ loyalty v/s. transparency

① do nothing → let things happen.

merit
→ public image maintained
→ no disruption to the work culture
→ seniors' order followed

seniority
→ Injustice to the public
→ wrong precedence.
→ cognitive dissonance.
→ loss of integrity

② Go all out → take action

Merit

- orders of senior flouted
- personal cost of being hated in the department
- Justice served
- Right of citizens upheld.

Demerit

- Negative image of department
- loss of public trust
- violators will face no consequences or disproportionately low consequences.

③ (a) conduct inquiry discreetly to prevent any premature information from coming out

(b) send the names along with evidence to the senior requesting action to be taken.

(c) In case of no response, information sent to district authorities followed by state authorities.

(d) Be ready for consequences

Merit

- Justice to the public served

Demerit

- Negative image in short run.

- | | |
|--|--|
| <ul style="list-style-type: none"> → Right of citizens upheld → No dissonance → Right precedence → Image of department protected in the long run | <ul style="list-style-type: none"> → Advice of senior disregarded → Backlash from department.. |
|--|--|

I will follow the third option for it upholds due process of law, ensures justice, prevents any future backlash as truth cannot be hidden, prevents dissonance and upholds my integrity. While doing the right thing might come at a cost but I will be fulfilling by Dharma, ~~the~~ while being ready for consequences (Gandhianism).