

**SRI CHAITANYA IAS ACADEMY****QUESTION PAPER**Name of the Student: Admission No: Date: 16.09.2018 Subject: **Comprehensive Test - IV** Medium:

Time Allowed: Three Hours

Maximum Marks: 250

INSTRUCTIONS

(Please read each of the following instructions carefully before attempting questions)

- There are **FOURTEEN** questions divided in two Sections and printed in **ENGLISH**.
- All questions are compulsory.
- The number of marks carried by a question/part is indicated against it.
- Answers must be written in the medium authorised 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 authorised one.
- Word limit in questions, if specified, should be adhered to.
- Any page or portion of the page left blank in the Question-cum-Answer (QCA) Booklet must be clearly struck off.

Total Marks Obtained:

Remarks :

Signature of Examiner

Answer questions in NOT MORE than the word limit specified for each in the parenthesis. Content of the answer is more important than its length.

SECTION - A

1. What do you understand by public service ethics? Are they in any way different from ethics in private life? Substantiate. (150 Words, 10M)
2. 'Great leaders not only present a vision for organisational greatness, but they also inculcate ethical fibre among their employees'. Do you agree with the above statement? Justify your answer with suitable examples. (250 Words, 15 M)
3. A public servant should, first and foremost, be driven by a passion to serve the disadvantaged and underprivileged sections of society'. In the context of the above statement, explore the importance of 'tolerance' and 'compassion', two essential attributes of a public servant. (150 Words, 10M)
4. What are the steps that must be put in place to improve ethical architecture in governance in India? (150 Words, 10M)
5. a) 'Emotional intelligence is both genetic and environmental'. Do you agree with the above statement? Substantiate. (150 Words, 10M)
b) What are the attributes possessed by people with a high degree of 'Emotional Quotient'? (150 Words, 10M)
6. a) 'Citizenship consists in the service of the country'. - *Jawaharlal Nehru* (150 Words, 10M)
b) 'Being all equal and independent, no one ought to harm another in his life, health, liberty, or possessions'. - *John Locke*. (150 Words, 10M)
c) 'One good schoolmaster is of more use than a hundred priests'. - *Thomas Paine* (150 Words, 10M)
7. 'Political attitudes have no place in public service. A public servant should be politically neutral'. Do you agree with the above statement? Justify your answer. (150 Words, 10M)
8. 'Government machinery and instruments of governance are not for individual benefit and self aggrandizement'. Do you agree with the above statement? Justify your

answer by making reference to the philosophical basis for limited and minimal government. (150 Words, 10M)

SECTION - B

In the following questions, carefully study the cases presented and then answer the questions that follow:

9. You are the Chief Financial Officer of a private company. Your wife too had worked for the same company before she decided to put in her papers to pursue an independent career in advertising. The company has been reporting decent profits in recent years, and it wants to acknowledge the contributions of employees, past and present. The chairman of the company tells you that a bonus scheme be devised to benefit employees with long standing association. He also informs you to include past employees under the scheme if they fulfilled two criteria: (i) long standing association with the company, and/or (ii) outstanding contributions that have multiplied share holder value.

The board of the company decides that serving employees who would have put in 10 years of service by 31st August shall be eligible for the bonus. With respect to former employees, they should have had an unbroken service lasting 15 years before they parted ways with the company. Your wife applies for the bonus. She has served the company with distinction, but she falls short by two days to claim bonus by service (bonus by long association). She claims that her case deserves attention because she had served the company with distinction. Although you agree that she had worked hard for the company, you are not sure whether she qualifies for bonus under 'outstanding service' clause, which explicitly talks about 'shareholder value'. The bonus is a hefty sum which will help you build your dream house. It will also help your daughter pursue law at Yale University, her cherished goal since childhood. As the Chief Financial Officer, you can use your clout to influence the decision in your wife's favour. Some of your friends and colleagues begin to argue that it would be unfair to exclude your wife from the list, considering the fact that she had missed out narrowly on the first criteria.

What will you do in such a situation? Some of the options are given below. Evaluate the merits and demerits of each of these options and finally suggest the course of action you would like to take, giving suitable reasons.

- i) Recuse yourself from the responsibility on grounds of conflict of interest.
- ii) Represent the matter to the Board and seek their advice in responding to your wife's application.
- iii) Include your wife's name in the list of employees to be awarded bonus.
- iv) Persuade your wife to withdraw her application.

You may not necessarily have to restrict to the above options. What would you do in the above scenario? Justify your choice. (250 Words, 25M)

10. X is a senior ranking executive in a Public Sector Undertaking (PSU). The enterprise is listed in the Stock Exchange. Nearly 30% of its stake is owned by individual and institutional investors. The public sector unit is not burdened by bureaucratic controls; it is not constrained by government mandate to work in the interests of the country. It is, like modern PSUs, an enterprise that operates to maximise profit and add shareholder value.

X is a dynamic, no-nonsense executive who believes strongly that, to be able to beat private players in a highly competitive market environment, one has to tweak rules and procedures. He has been known to have violated procedural norms in the past -- all in the interests of the company. He is believed to have brought a new dynamism to the company and expanded it to new markets. Everyone who knew X would vouch for his honesty and integrity. But his impatience for rules and regulation is legendary.

X's recent initiatives have become subject of much discussion. He has been aggressively pushing the company's interests unmindful of his colleagues' warnings that top tier management and the PSU's Board must be consulted before taking big decisions involving the company's local operations. But X started to dismiss their concerns with a terse reply: "I am acting in good faith. If I follow rules and seek due approval for my actions, the company would lose the market dominance it currently enjoys". But a decision by X has landed the PSU in deep financial trouble. X maintained that he had been conned into taking the decision that adversely affected

the PSU's bottom line. He insisted that he had, all along, acted in good faith. All his actions in the past, he argued, helped in the growth of the PSU.

You are tasked with the responsibility of investigating the actions of X. The following are some suggested options in resolving the ethical dilemma. Please evaluate the merits and demerits of each of the options.

- i) Indict X and recommend his summary removal.
- ii) Exonerate X, trusting his submission that he had only acted in good faith.
- iii) Excuse yourself from the investigation on the grounds that X is a man of impeccable integrity.
- iv) Recommend suspension of X, with a rider for subsequent reinstatement.

You may not necessarily have to restrict to the above options. What would you do in the above scenario? Justify. Also explore the ethical dilemmas of a public servant in the above case. (250 Words, 25M)

11. You are the Managing Director of the Land Delineation and Infrastructure Development Corporation of a state. One of your functions is to recommend allotment of land for public and private causes. The chief objective of the corporation, though, is to delineate and allot land for industrial development. It is not uncommon, however, to allot land for public and private causes not directly related to industrial development.

You are a deeply religious person, and have been associated with a religious organisation that runs charitable institutions. Your association with the religious organisation dates back to your college days, and you strongly believe that it has had an enormous influence on your personal and professional life.

Of late, the religious organisation wants to set up an educational institution in land earmarked by the Infrastructure Development Corporation for charitable causes. A reputed Non-Governmental Organisation, among others, also applies for the same piece of land. The NGO in question is known to have done credible work in the field of education. One day, late in the evening, you receive a call from the Chairman of the religious organisation seeking your help to influence the land allotment in the organisation's favour. You have long been an advocate of education, tempered with moral and spiritual values. Given your long association with the religious organisation, you are convinced of the organisation's ability to impart morally elevating education

without compromising on secular aspects. On the other hand, a lot of applications have been received for the plot of land, notable of them being the one submitted by the reputed NGO.

- a) Caught as you are in the above situation, what are the options available to you?
- b) Evaluate each of your options and choose the one you would adopt, giving cogent reasons. (250 Words, 25M)

12. You are the Industrial Safety Standards Inspector of a district. Your job is to ensure that industrial establishments adhere to safety norms and standards. Apart from creating awareness about industrial safety protocols, you carry out periodic visits to ensure that safety standards are adequately met by industrial units. Over the years, successive governments have been emphasising the importance of economic growth and employment generation. Since a large number of people were moving away from traditional farm occupations, they had to be provided gainful employment by industry. As a result of the above, there has been a deliberate slackness in implementing industrial safety standards. Rigid enforcement of standards is seen as making the industrial units uncompetitive in the global market place.

One day, you have visited a garment factory on the outskirts of the city. You feel the standards pertaining to employee safety are poor. The factory premises is, in your opinion, a manufacturing sweat shop, with no ventilation and emergency exits. You notice the absence of fire extinguishers too. Furthermore, the ceiling and walls looked broken and dilapidated. You strongly feel that allowing the factory to run its operations would jeopardise the safety of the nearly thousand workers.

You report the matter to the Secretary, Industrial Development. The secretary cautions you. He tells you to understand the implications of precipitative action on the factory. He suggests that it would lead to loss of investor confidence and flight of capital. He submits that the government's policy is to encourage industrial production, not scare investors away.

- a) Given the scenario you find yourself in, what options are available to you?
- b) Evaluate each of these options and choose the option you would adopt, giving reasons. (250 Words, 25M)

13. You are the Station House Officer of a police station in a middle class neighbourhood. You receive information about a hit and run case in which an elderly gentleman is reported to have sustained injuries. You rush to the spot to discover the old man being rushed to the hospital by passers-by. You speak to the Chief Medical officer, who reassures you that the injuries are not life-threatening, but serious enough to keep the old man under confinement for two weeks.

You launch an investigation to nab the culprit. Although the old man insisted that he did not violate traffic rules, witnesses to the accident testified that he had jumped the red light before being hit by the speeding car. Two days later, your investigations reveal that your cousin's son was driving the vehicle involved in the accident. He had completed his engineering, and was planning to pursue his higher studies abroad. His father meets you at home and requests you not to book his son for the offence. He informs you that the boy had been selected for a Masters Programme abroad, and would be flying that evening. Your cousin also comes forward to bear the hospital expenses.

You are not sure whether you should press the charges against your cousin's son because the injury is not life threatening. Furthermore, the boy's academic future would be under serious risk if he is booked and presented before a judicial officer. Your cousin's offer to foot the hospital bill appears well intentioned too.

- a) Placed as you are in the above scenario, what are the options available to you?
- b) Evaluate each of these options and choose the option you would adopt, giving reasons. (250 Words, 20M)
14. You are a senior bureaucrat in a state. A prestigious institute has been sanctioned by the Union Human Resources Development ministry to your State. The Ministry wanted a report from the state government about the location, including details pertaining to land availability and connectivity by air, rail and road. You are entrusted with the responsibility of preparing the report, and your inputs would play a vital role in deciding the place of location of the institute. Your political boss instructs you to give the report favouring a town in his constituency. He argues that setting up the institute in his constituency would enormously improve education and employment opportunities in the otherwise backward region. You feel that the town is poorly

connected by rail and road. Furthermore, it doesn't have the industrial incubation facilities that are so vital for students during their internship years. You feel that another town in the neighbouring district exactly fits the requirements of this proposed institute of higher learning. This town, however, is represented by an M.L.A belonging to the opposition party, with whom your political boss shares a long-standing rivalry. Having come to know of your preference, your political boss warns you of dire consequences if you did not zero in on his constituency.

You have been recently transferred to this job. You have had your fair share of punishment postings during your career. Your wife has often complained about your inflexible ways. Your son is in X standard and would soon be appearing for his Board exams. Your father, an octogenarian, has found new friends at the club house, and he seemed to have come out of the all too frequent bouts of depression. You do not want to do things that would upset your family members. Yet, you want to be true and fair to your vocation.

- a) What are the options available to you?
- b) Evaluate each of these options and chose the option you would adopt, giving reasons. (250 Words, 20M)

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