



An Institute for Civil Services

MAINS TEST SERIES 2023

GS MAINS Q&A

TOPICAL TEST - 25
(5 QUESTION)

ETHICS

Case Study

CASE STUDY

Time Allowed: 2 Hrs.

Max. Marks: 120

1. A young social activist has become very popular within a short period of 5 years because of his honesty, integrity, and human values. He finds rampant corruption in government offices and mismanagement of rural development schemes, which affects the poor and marginalized section of the society. He notices that it is a nexus of bureaucracy, elected representatives and contractors for this sorry state of affairs. It is unfortunate that a section of media has been managed by the nexus. Despite raising voices and peaceful protests nothing happened. What steps and action he should take to handle the situation. Examine various options.
2. In a particular village, there is a communal tension between two Communities. You are the local SHO of that village and took prompt action against troublemakers of two communities by arresting ring leaders of both communities. Gram Panchayat Head happens to be your friend who is putting pressure on you to release arrested persons of a particular community. Otherwise, he may lose his seat in the coming election. He is a friend of yours and favored you on many occasions. Analyze various options available to you.
3. You have joined a government organization at a reasonably senior position and find that your organization is divided into various groups. Factional politics and mutual distrust is at the peak which is adversely affecting the goals and objective of the organization. As an administrative head of the organization you want to take some steps to make a congenial work atmosphere in the organization.
 - (a) What are the options available to you?
 - (b) Evaluate merits and demerits of each option and finally select the best course of action, giving reasons.
4. You are a senior administrative officer in charge of various developmental activities like drinking water, sanitation, elementary education etc. You find that even after a period of 65 years of independence, the situation in most parts of your area is very pathetic with people living in subhuman conditions. One of the factors that has led to this condition is that people do not raise their voice against various malpractices in execution of developmental schemes and are not fully aware about their rights. You want to start some innovative practices for awareness generation so that people can raise their voices. Suggest some options. Evaluate the merits and demerits of each of these options and finally suggest what course of action you would like to take, giving reasons.
5. You are executive engineer of building construction deptt. and incharge of construction and maintenance of government quarters in a particular district. You have joined recently and has in course of your field inspection find large scale misuse of funds in both construction and in repair and maintenance of government quarters. You have started putting accountability on concerned asstt. and junior engineers. As a mark of protest all J.Es and A.Es have started a 'go slow' campaign. The financial year is going to close and still 50% of funds remain unutilized. Your senior officers have suggested you to explore other options also.
 - (a) What are the options available to you?
 - (b) Examine merits/demerits of each options and suggest the best course of action with reasons.

6. You are a senior administrative officer in a district. There is an untimely heavy flood in a district which has threatened the life and property of 70 villages. People have to be immediately evacuated and brought to safer places. There is a shortage of boats and essential commodities, besides medical, health, sanitary and hygiene problems. D.M. cum chairman of the district disaster management authority is on long leave and you are the senior most officer in the hierarchy. What would you do in such a situation?



GS SCORE

CASE STUDY

1. *A young social activist has become very popular within a short period of 5 years because of his honesty, integrity, and human values. He finds rampant corruption in government offices and mismanagement of rural development schemes, which affects the poor and marginalized section of the society. He notices that it is a nexus of bureaucracy, elected representatives and contractors for this sorry state of affairs. It is unfortunate that a section of media has been managed by the nexus. Despite raising voices and peaceful protests nothing happened. What steps and action he should take to handle the situation. Examine various options.*

Thinking line:

- (a) It is very important for the poor and marginalized to raise their voice to break the nexus of bureaucracy, elected representatives and contractors. The social activist can unite the people on common issues and on problems which people suffer at ground level. This will help to make sure people's participation. Same was done by Gandhi in movements like civil disobedience when people realised that they are being heard. It will help to make sure they are united to fight for the cause they are suffering.
 - (b) To mobilize the public opinion against the managed media, it is necessary people influence the media and put the pressure on it. It is seen that the actions are moved by the people's opinion, civil society organizations etc. When the people are united, the media will have no option rather than to emerge out of the nexus which governs it. For it, it is very important to make the people stand united and stand together.
 - (c) The state government is too mismanaged and driven by corrupt officials. They can be approached to tell how the things are going wrong and how are the poor and marginalized sections are suffering because of it. This can be done through NGOs or other civil society organizations. If they do not pay attention to it, a group of people can form a united organization and take steps to change the way things have been going wrong. It is worth learning from life of Gandhi that public opinion has the strength to change government functioning if they wish for it. The same can be replicated in this case also.
2. *In a particular village, there is a communal tension between two Communities. You are the local SHO of that village and took prompt action against troublemakers of two communities by arresting ring leaders of both communities. Gram Panchayat Head happens to be your friend who is putting pressure on you to release arrested persons of a particular community. Otherwise, he may lose his seat in the coming election. He is a friend of yours and favored you on many occasions. Analyze various options available to you.*

Thinking line:

- (a) Being faithful to his office duty, the SHO should do things as per rules. So, his action to complete the papers and records and express his helplessness to release the leader of a particular community

is appropriate. But by doing so, he will go into bad equation with minister and it might pose a danger to his office also.

- (b) By doing so, he can have good equation with the minister and can save his office seat, but releasing people of one community might make other community angry and the situation may turn more violent afterwards.
- (c) Releasing the leaders of both communities will create a win-win model for both the communities but it will give a wrong message to the people that communal cases are not looked into properly by the police.
- (d) Seeking help from SP will not put the SHO into bad relation with minister as he may say he has been ordered by his senior to do so but since the SP is not the person on seat right now, he might get side away.
 - The SHO due to fear of the minister should not release the leader of a particular community. He should make it clear to the minister that he cannot do anything against law. Though this may spoil his relation with the minister but finally the SHO should produce the matter in the court so that justice can be granted rather than favouring members of a particular community.

3. You have joined a government organization at a reasonably senior position and find that your organization is divided into various groups. Factional politics and mutual distrust is at the peak which is adversely affecting the goals and objective of the organization. As an administrative head of the organization you want to take some steps to make a congenial work atmosphere in the organization.

(a) What are the options available to you?

(b) Evaluate merits and demerits of each option and finally select the best course of action, giving reasons.

Thinking line:

'Factional politics' and mutual 'distrust' do not develop overnight. These are the bye-products of long neglect on the part of management. Hence for the new M.D., it will be a challenging task. He should proceed gradually. Following options are available to him.

- (a) He should discuss the issues individually and collectively. Various problems and the possible solutions would be coming during these discussions. But there is likely hood that some of the issues might come in the open, which up till now are hidden.
- (b) M.D. can review the work chart and should concentrate in the various objectivities/goals of the organization. Many of the well intentioned staff might say good-bye to internal politics and start working along with the M.D, thus reducing the intensity of office politics. But some of the work force might become a spoiler of the initiative taken by M.D.
- (c) The M.D. can take into confidence the management and thereafter can go after some ring leaders. The step might work and some of the workforce might start making the safe distance from office politics. However there is a probability that it may backfire and the management may not take it easy.
- (d) M.D. should lead from the front by setting personal example of hard work, dedication to duty. This may send a right signal and majority of the work force might change its attitude to work, yet there could be some elements, which can remain unaffected.

Under the circumstances state above M.D. should take his own time in understanding about the organization, its work culture and set out his own priorities. Some innovative exercise like outsourcing some of the function can be thought about. Though he should take utmost care not to take punitive action in general but taking strict action in one or two cases can solve the problem.

- 4. You are a senior administrative officer in charge of various developmental activities like drinking water, sanitation, elementary education etc. You find that even after a period of 65 years of independence, the situation in most parts of your area is very pathetic with people living in subhuman conditions. One of the factors that has led to this condition is that people do not raise their voice against various malpractices in execution of developmental schemes and are not fully aware about their rights. You want to start some innovative practices for awareness generation so that people can raise their voices. Suggest some options. Evaluate the merits and demerits of each of these options and finally suggest what course of action you would like to take, giving reasons.**

Thinking line:

- (a) By utilising the services of PRD for awareness generation among people the people can be made aware of their rights and they will ultimately raise their voice when schemes are not executed properly. But, the PRD will have to take time to develop good relations with the people.
- (b) The NGOs can also be important in order to take up the work of awareness generation since they are already connected with the people at grass root level. But, adequate measures will have to be taken to monitor the working of NGOs.
- (c) Local panchayat can also play an important role. As people meet regularly for village related work, it can be used as a platform for creating awareness also. However, the panchayat members will have to be made aware of it in advance.
- (d) Gram melas and exhibitions will ensure large scale participation of people. But, it is possible the village people may not show any interest in these types of activities.
- (e) The MPs/MLAs are connected with the people in their constituencies and they are aware of the people in that area. So, they can serve as good connecting link. However, the MPs/MLAs may not show any significant interest as this is of no profit to them.

The suggested course of action should be to utilize the services of organizations like NGOs and other local groups which have a direct base. The people can be educated through awareness generation camps when they come to meet in local panchayat meetings. Once they are aware, they will be able to raise their voice for their rights.

- 5. You are executive engineer of building construction deptt. and incharge of construction and maintenance of government quarters in a particular district. You have joined recently and has in course of your field inspection find large scale misuse of funds in both construction and in repair and maintenance of government quarters. You have started putting accountability on concerned asstt. and junior engineers. As a mark of protest all J.Es and A.Es have started a 'go slow' campaign. The financial year is going to close and still 50% of funds remain unutilized. Your senior officers have suggested you to explore other options also.**

(a) What are the options available to you?

(b) Examine merits/demerits of each options and suggest the best course of action with reasons.

Thinking line:

(a) Available options:

1. **Strict measures:** A meeting with J.Es and A.Es can be called to warn them that if they do not get away with the 'go slow campaign' and non-completion of tasks, disciplinary actions such

as suspension can be taken against them. I will instruct them to finish work on time to get it and warn them that it can impact their Annual Confidential Report (ACR).

2. **Direct contact with contractors:** I will call a meeting with the contractors to ask for the speedy completion of the pending projects otherwise their contracts might get canceled if not finished on time.
3. **Don't take action:** I might not take any action. I will rather ignore the misshapes and let things go as they are.

(b) Merits/Demerits

1. **Option 1:** Warning them for disciplinary actions might help in fading away the campaign and in resuming the pending works. This may speed up the work to finish it according to the deadlines. But on the other hand, if the majority of the J.Es and A.Es are corrupt then it might strengthen the campaign further and will result in incomplete projects.
2. **Option 2:** This will help in reduction of dependence on corrupt AEs and JEs. Direct involvement with the contracts and warning to cancel their contracts will definitely be helpful as this will help in bypassing the corrupt people in the process. But in case of non-compliance of order and cancellation of contracts will hamper the task completion on time.
3. **Option 3:** This will give a message to the subordinates that I have accepted the status quo and they will even become more deterred in doing corruption and delaying projects. I might make a wrong report by pointing out the fake reasons for the non-utilization of funds. But this will be unethical on my part and will also not be good for subordinates as this will instill lack of discipline and dishonesty in them.

While making a decision, I will prefer to go with a combination of option 1 and 2 both as the pressure on every stakeholder will speed up the process and the chances of corruption will be lessened. AEs and JEs will deter for the fear of suspension, defaming and bad ACR reports, while contracts will fear the cancellation of contracts.

6. ***You are a senior administrative officer in a district. There is an untimely heavy flood in a district which has threatened the life and property of 70 villages. People have to be immediately evacuated and brought to safer places. There is a shortage of boats and essential commodities, besides medical, health, sanitary and hygiene problems. D.M. cum chairman of the district disaster management authority is on long leave and you are the senior most officer in the hierarchy. What would you do in such a situation?***

Thinking line:

- (a) Making a request for the deputation of an experienced officer is a positive action in the sense it will give an experienced working hand in the management. However, the action will be time consuming and will not be in the best interest of the affected people.
- (b) Accepting the problem as a challenge and taking steps to provide relief gives an opportunity to the officer to show his capabilities. But the demerit lies in the point that he is not the DM. Hence people might not take him seriously.
- (c) Calling upon NDMA and SDMA will no doubt provide a set of professional people and the resources to handle the problems within a shorter span. But it is a time taking step.
- (d) Going on a long leave shows the escapist nature of the officer just to escape from his duties. But if he does so, he won't be blamed if anything much devastating happens.
- (e) Seeking instructions from state govt shows his extra conscious nature. However through this step the state govt will also come to know the gravity of situation. But it will lead to delay and the relief work will suffer in the process.

The best course of action is to take the help of voluntary organizations and provide immediate relief to the people. Food commodities can be arranged through voluntary help. In the mean time help from authorities like NDMA and SDMA can be sought. In future, adequate steps for effective manpower arrangement and training of local people to face such situations should be taken.



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