



MGP 2024

Test Code : 714304

Solution

Instruction to Students

Answers provided in this booklet exceed the word limit so as to also act as source of goodnotes on the topic.

Candidates must focus on the keywords mentioned in the answers and build answers around them. Elaborate answers are given with the purpose that candidates understand the topic better.

We have also adopted a grey box approach to provide context wherever necessary, which is not to be considered a part of the answer.

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Section - A

Q.1) a) Ethics in private life may reflect personal beliefs; in public life, they must uphold legal and societal norms. Discuss the contrasting ways in which ethical principles operate in private and public relations.

Approach: Introduce the answer by explaining the meaning of ethics in personal life and public life. In the body, discuss factors influencing ethics in private life and public life. Next, discuss the contrasting ways in which ethical principles operate in private and public relations. Conclude by emphasizing the need for a strong foundation of ethics in both private and public life.

Ethics in private life refers to the principles and moral values that guide an **individual's behavior** and decision-making in **personal matters**. While ethics in **public life** refers to a set of principles that guide the behavior and decision-making of those involved in **government, public service**, and **other positions of public trust**. These can be further discussed as:

1. Ethics in **private life** is shaped by various factors like **familial influences, cultural** and **societal norms**, etc. **Family members** and **close relatives** act as role models, and their behavior significantly influences one's ethical development.
2. **Cultural** and **societal norms** play a crucial role in shaping ethical beliefs. E.g. in Eastern cultures (like India), there is a strong emphasis on collectivism and family duty. While in Western cultures, there is a strong emphasis on individualism.
3. Ethics in **public life** can be understood through the **Nolan Principles**, which include selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
4. These **principles** provide a framework for ethical conduct in **public service**, promoting trust and ensuring that public officials act in the best interests of the people they represent.

Ethics act as a **guiding compass**, shaping behavior in both personal and public life. However, the **way ethics operates differs** greatly between private life and public life:

Ethics in private life	Ethics in public life
<ol style="list-style-type: none"> 1. It is driven by personal relationships and emotional bonds. 2. Here, accountability is primarily to oneself and close relationships. 3. Ethical standards can be more flexible and subjective. 4. Consequences of unethical behavior are often limited to personal relationships. 5. There is comparatively less expectation of transparency and openness. 6. Decisions can be influenced by personal biases and emotions. 7. Moral dilemmas are often resolved based on personal values and beliefs. 	<ol style="list-style-type: none"> 1. It is guided by formal roles and responsibilities towards society. 2. Here, accountability is to the public or other stakeholders. 3. Ethical standards are more rigid and must adhere to laws and regulations. 4. Consequences can be more severe and far-reaching, including legal repercussions and public disgrace. 5. High expectation of transparency and openness. 6. Decisions should be impartial and objective. 7. Moral dilemmas are resolved based on ethical guidelines and public interest.

While private and public life both involve ethics, they work **differently** because of the different **expectations, effects,** and **rules.** However, a **strong foundation** in both private and public ethics is **essential** for building a society based on integrity, trust, and fairness. (404 words)

b) Despite legal provisions, instances of sexual violence against women continue to rise. How can a “change in attitude” address this issue?

Approach: Introduce the answer by defining attitude and gender attitude. In the body, discuss how a change in attitude can address the rising instances of violence against women. Conclude by emphasizing the need to complement legal measures with a change in societal attitudes to address this issue.

Attitude denotes an individual's **settled way of thinking or feeling** about someone or object, typically manifesting in their behavior. **Gender attitude,** specifically, refers to **beliefs and perceptions** concerning **gender roles, expectations,** and **identities.** Discriminatory gender attitudes contribute to the **systemic discrimination** women encounter from **'womb to tomb'.**

A **"change in attitude"** is essential to **complement legal efforts** and bring about a lasting reduction in sexual violence:

1. Sexual violence is often rooted in **patriarchal attitudes** that view **women as inferior or subordinate** to men; these attitudes are reinforced by cultural norms, media portrayals, e.g. **victim-blaming,** where the survivors of sexual violence are held responsible for the crime. **Public campaigns** that emphasize **"consent" ("No Means No")** work towards dismantling such attitudes.
2. **Comprehensive sex education** that includes discussions on consent, respect, gender equality, and healthy relationships can help **dismantle harmful stereotypes** and promote a culture of respect. Using innovative methods to promote **gender-equitable, non-violent attitudes** among boys and men can yield positive results, e.g. Program **"Parivartan"** (through Cricket).
3. **Media** has a powerful **influence on societal attitudes.** A change in how women are **portrayed in movies,** television shows, music, and **advertisements** can significantly alter public perceptions. E.g., Campaigns like **#MeToo** and **#TimesUp** have utilized media platforms to highlight issues of sexual harassment, encouraging open discussions.
4. **Community** and **religious leaders** often hold significant influence over the attitudes and beliefs of their followers. By advocating for gender equality and condemning sexual violence, these leaders can bring positive change. E.g., Initiatives like **Beti Bachao, Beti Padhao** have been supported by community leaders.
5. Changing **attitudes towards survivors** of sexual violence is crucial in reducing the incidence of such crimes. E.g., initiatives like the **One Stop Centre** provide integrated support services to survivors of violence, creating an environment where they feel **safe and supported.**

Thus, apart from legal provisions, a change in societal attitudes [**Art 51A (e), fundamental duty** to renounce practices derogatory to dignity of women] is crucial for achieving a significant and lasting reduction in such crimes. By fostering a **culture of respect, equality,** and **zero tolerance** for violence, society can move closer to ensuring the **safety** and **dignity of all** individuals. (360 words)

Q.2) a) Do you agree with the utilitarian principle that 'the greatest happiness of the greatest number' should guide decision-making and public policy formulation?

Approach: Introduce the answer by briefly writing about utilitarianism. In the body, first discuss benefits of the utilitarian principle in guiding decision-making and public policy formulation. Next, discuss its limitations. Conclude

by emphasizing the need for a balanced approach that incorporates utilitarianism alongside a commitment to human rights and social justice.

The **utilitarian** principle was articulated by **Jeremy Bentham**. It argues that the **moral worth of an action** is determined by its contribution to **overall happiness or utility**. When applied to public policy, this principle suggests that the goal of government and other institutions should be to **create policies that maximize the overall well-being** of the population.

Benefits of the utilitarian principle in guiding decision-making and public policy formulation:

1. It offers a **clear, pragmatic framework** for policy formulation. By focusing on outcomes that maximize happiness or utility, it encourages policymakers to consider the **broader social impact of their decisions**. This can be particularly **useful in resource allocation**, where the needs of a large population must be balanced.
2. The utilitarian approach is **not dogmatic. It allows for flexibility** in decision-making, adapting to changing circumstances and the evolving needs of society. This is particularly **relevant in dynamic contexts** like **public health** or economic policy, where rigid adherence to rules might lead to suboptimal outcomes.
3. Utilitarianism **aligns public policy with the common good** and promotes collective welfare. This principle encourages the development of **policies that benefit the majority**, such as universal healthcare, education, and welfare programs.

Limitations in applicability of Utilitarianism in decision-making and public policy formulation:

1. Utilitarianism **can overlook the rights** and **welfare of minorities**. In its **pursuit of the greatest happiness for the majority**, the principle **can justify actions** that may harm or **marginalize smaller groups**. This becomes particularly **problematic in diverse societies** like India, where the interests of various ethnic, religious, and social groups must be **carefully balanced**.
2. **Difficulty** in **quantifying happiness or utility**. Happiness is a subjective experience, and what constitutes happiness can vary widely among individuals and communities. This makes it **challenging to develop policies** that **truly maximize overall happiness**, as the metrics for measuring it are often imprecise or contentious.
3. Utilitarianism can **lead to morally questionable decisions**. It could violate principles of justice and fairness (**John Rawls theory**). It goes against **Kantian ethics**, which emphasizes **categorical imperatives and human dignity**. E.g., In **urban development projects**, a purely utilitarian approach might prioritize the economic benefits for the majority, leading to the **displacement of slum dwellers**.

While the **utilitarian principle** of "the greatest happiness of the greatest number" offers a **valuable framework** for decision-making and public policy formulation, it is **not without its limitations**. A **balanced approach** that incorporates **utilitarianism with a commitment to human rights and social justice** is likely to yield the most beneficial outcomes for society. (420 words)

b) The development of an individual's values is a multifaceted process, involving engagement of diverse institutions such as family, society, and educational establishments. Discuss with examples.

Approach: Begin the answer by defining values. In the body, discuss the role of family, society, and educational institutions in the development of an individual's values. Conclude by emphasizing the contributions of diverse social institutions in building value-driven citizenship.

Values represent the **beliefs and standards** that individuals consider **important and worthwhile**. These values shape how individuals interact with others and contribute to society. The **development of values** is a **complex, multifaceted process** influenced by various social agents such as the family, society, and educational establishments:

A. Family:

1. The family is the **first agent of socialization**, where children learn **basic values**, norms, and behaviors. For e.g., the value of **respect for elders** is deeply ingrained from a young age by teaching children to **greet elders** with appropriate gestures, such as **touching feet** or offering salutations.
2. Provides a **secure environment** and **emotional support** for children to understand and **internalize values**. E.g., **Parents encouraging** their children to **help others** in need, fostering values of **empathy and compassion**.
3. Transfer of **cultural** and **traditional values** that shape the child's identity and worldview. E.g., Families celebrate **festivals like Diwali, Eid**, etc., teaching children about **cultural heritage**.
4. Parents impart **moral** and **ethical guidelines** that help children distinguish right from wrong. For e.g., teaching children the importance of honesty.

B. Society:

1. Society **defines and enforces norms** that influence individual behaviors and values. E.g., Social expectations regarding **gender roles** can shape how individuals view themselves and others.
2. **Peers** play a significant role in shaping values through social interactions and **group dynamics**. E.g., Adolescents developing values related to **teamwork** and **cooperation** through participation in **sports** teams.
3. **Media** and **public discourse** contribute to shaping societal values by highlighting important issues and promoting them. E.g., Campaigns for **environmental sustainability** in media influence public values towards eco-friendliness and conservation.
4. **Community activities** provide opportunities to practice and reinforce values such as **civic responsibility** and **volunteerism**. E.g., Participating in local **cleanliness drives** (SBM) fosters a sense of responsibility as a citizen.

C. Educational establishments:

1. Schools and educational institutions develop **values through** their **curricula**. E.g., **Lessons on democracy** and **civic rights in Social Science** classes help students understand and value democratic principles.
2. **Teachers** act as **role models** and **mentors**, influencing students' value systems through their behavior and teaching methods. E.g., A **teacher encouraging questions** in the classroom helps students develop **critical thinking**.
3. Activities such as **sports** and **cultural events** provide opportunities for students to develop values like teamwork, **leadership**, and **discipline**. E.g., Participation in **debate clubs** or student councils encourages the value of **effective communication** and leadership.
4. Some educational institutions have **dedicated programs** focusing on **character education**, which emphasize ethical behavior and social responsibility. E.g. subjects like Moral Science.

Each of these components **plays a crucial role** in shaping individuals' moral and ethical frameworks, preparing them for responsible and **value-driven citizenship**. (455 words)

Q.3) What does each of the following quotations mean to you?

a) Experience is the only teacher we have. We may talk and reason all our lives, but we shall not understand a word of truth, until we experience it ourselves” Swami Vivekananda

Approach: In the introduction mention the essence of the quote. In the body, first write about various propositions the quote tries to convey. In the next part mention some examples where the quote finds its relevance. Conclude by highlighting the importance of experience.

The quote by Swami Vivekananda highlights the **profound truth** that **genuine understanding** and wisdom come from **personal experience, not just** from **theoretical knowledge** or intellectual discussions. It tries to bring out the naivety that only discussion and reasoning are sufficient to know the reality.

The quote conveys several **key propositions**:

1. A teacher cannot impart all the knowledge necessary for survival and success; one must engage in continuous **self-learning throughout life**. E.g., Concept of “lifelong learning”.
2. **Reality** often **differs** from our **perceptions** and assumptions. **Experience acts** as a **bridge**, reconnecting us with the actual world and **correcting our misconceptions**.
3. There will be a mismatch between **theoretical knowledge** and **practical knowledge** necessitating focus on experience to bridge that gap.

The **importance of experience** as the quote suggests, can be observed from the following:

1. In education, there is a growing recognition of the need for **experiential and activity-based learning**. E.g., the **ASER report** revealed poor learning outcomes in India, prompting calls for reforms to focus on practical, experience-driven education to address **learning poverty**.
2. On the issue of **employability**, the **India Skills Report 2023** highlighted a significant **gap** between the skills taught in **training programs** and those **demanded by** the **market**, with only 51% of graduates deemed employable. This underscores the importance of real-world experience in bridging this gap.
3. **Security** is another area where experience is crucial. The true **impact of terrorism**, for instance, is fully understood only by those **who have experienced** it firsthand. E.g. **US’s lip service** in condemning attacks on India and its **response after 2001** twin tower attack on its soil.
4. **In business development** knowing the actual market realities rather than mere theoretical information is paramount for successfully running an enterprise. E.g. **Downfall** of **Nokia** in India, where a **lack of connection** with the **evolving market** led to its decline despite its previous dominance.
5. **Public service** is yet another domain where **experience is invaluable**. While **formal training provides** a **foundation, effective fieldwork** requires a deep connection with people and an **understanding of ground realities**, which can only be gained through experience.
6. In policy implementation, the success of **service delivery** depends not just on **sound policy formulation** but also on **continuous feedback** from those it affects. This feedback, which often comes from **real-world experiences**, is crucial for **refining and improving policies**.

Learning through **formal channels** should be **complemented** by using one’s acquired **experience**. Knowledge can be gained from formal training, but **real wisdom** can be attained only through **lived experience**. (418 words)

b) “Love and compassion are necessities, not luxuries. Without them, humanity cannot survive”. Dalai Lama.

Approach: Introduce the answer by giving a brief of essence of the quote. In the body, illustrate with examples how humanity cannot survive without love and compassion. Conclude by emphasizing the need for love and compassion for humanity.

The essence of the quote is that **love and compassion** are not just nice to have but as **important** as food and shelter; they are **fundamental** to our **well-being** as a species. This can be further illustrated **as follows**:

1. **Children** raised in environments **devoid of love and compassion** often **suffer from emotional and psychological issues**; in contrast, children who receive love and compassion develop into well-adjusted adults, e.g., the **contact comfort theory** suggests that children who receive love and compassion tend to be more **secure and feel better emotionally**.
2. Individuals who experience love and compassion are **less likely** to suffer from **mental health issues** such as **depression** and **anxiety**; without these emotional supports, people **can become isolated**, leading to a decline in mental health.
3. **Compassionate teachers** create supportive learning environments where students feel safe and valued, fostering better learning outcomes and personal growth. In the **workplace**, love and compassion lead to better teamwork and **employee satisfaction**. Leaders who show **empathy** and support their employees create a **positive work environment**, enhancing productivity and turnover.
4. Love and compassion are crucial for **community cohesion**, fostering **trust, cooperation**, and mutual support, which are essential for survival, e.g., during the **COVID-19 pandemic**, initiatives like **community food drives** played a crucial role in supporting many migrants traveling from cities back to their hometowns.
5. In **healthcare**, compassionate care **improves patient outcomes** e.g., the **Cleveland Clinic's case study** illustrates how **integrating compassionate care** into healthcare practices can lead to better results for patients. **Economic systems** that prioritize love, compassion, and fairness **lead to more stable and equitable** societies. E.g., **social safety nets and welfare programs** are expressions of societal compassion.
6. Addressing **global challenges**, such as **climate change** and achieving **Sustainable Development Goals**, **resolving conflicts and building peace** (e.g., the **Good Friday Agreement** in Northern Ireland) require **international cooperation** driven by compassion and a sense of shared humanity. Reports from the **IPCC** highlight that **unilateral actions** alone are **inadequate** to combat climate change.

Thus, love and compassion are crucial for keeping humanity **emotionally healthy, socially connected**, and **stable**. They foster well-being, cooperation, and **resilience**, enabling **societies to thrive** and overcome challenges. (360 words)

c) "Non-violence is the greatest force at the disposal of mankind. It is mightier than the mightiest weapon of destruction devised by the ingenuity of man." Mahatma Gandhi

Approach: Start by bringing out the essence of the quote. In the body write how non-violence is the superior weapon to other physical weapons. Conclude by emphasizing the importance of nonviolence in the current conflict-ridden world.

The quote in essence says that non-violence surpasses even the most destructive physical weapons in power and impact. Despite their destructive capacity, **physical weapons fail** to **address the root causes** of conflict and suffering. **Non-violence**, on the other hand, emerges as a force **capable of resolving** the most critical **challenges facing humanity**.

Non-violence as the **superior weapon**:

1. Non-violence **aligns** with the **highest human virtues**, such as compassion and respect for human life. Unlike **physical weapons**, which often **alienate and destroy**, non-violence garners widespread support by **appealing** to the **moral consciousness** of people and nations.

- Unlike weapons that cause **irreversible destruction**, non-violence **preserves life and property**. E.g., Recent conflicts like the **Israel-Gaza conflict** and the **Ukraine-Russia war**, highlights the immense cost of violence.
- Non-violence offers a **long-lasting solution** by fostering **enduring peace**. It creates a **win-win situation** for all parties involved and promotes **peaceful coexistence**. This is in stark contrast to violent resolutions, which often leave behind a **legacy of resentment** and **further conflict**. E.g., World War I led to WW II.
- Non-violence **does not require** the immense **financial resources** needed for the research, development, and production of weapons, making it an **economically viable option** for conflict resolution. It is an **end**, **not merely a means** to an end. Non-violence is **not subject to** the fear of **external sanctions** or regulations, unlike nations developing or testing weapons. E.g., Iran and North Korea face severe sanctions for their nuclear programs.
- As **Mahatma Gandhi demonstrated**, non-violence has the **power to transform** even the **hardest of hearts**. It **wins over the hearts** and **minds** of people, reducing hatred and the desire for revenge. This transformative power makes non-violence a potent **force for change**.
- Non-violence is simple to adopt and **does not require specialized training** or resources. It originates from within oneself, making it a force that is **readily accessible to anyone**, anywhere and has the potential to **create ripple effects** by building networks of solidarity.
- The tactics associated with non-violence—such as **prayers, protests, petitions**, and propaganda—are **sustainable and inclusive**. It **empowers ordinary people** to act and fight for **justice**. By engaging the masses, non-violence ensures **broad-based participation** in the quest for justice and peace.

Non-violence is a **time-tested strategy** for addressing the most pressing issues confronting human civilization. In a **world** increasingly **riddled with conflict**, it is **imperative** that nations **adopt non-violent means** for the **peaceful resolution of disputes**, ensuring a future where humanity can thrive in **peace and harmony**. (431 words)

Q.4) a) The balance between laws and conscience is delicate; when synchronized, they promote ethical conduct, but their discord can give rise to significant ethical dilemmas. Illustrate with examples.

Approach: Begin the answer by briefly defining law and conscience. In the body, first discuss how synchronization can lead to promotion of ethical conduct. Next, explore how their discord can give rise to significant ethical dilemmas. Conclude by emphasizing the need for a middle path.

Laws are the **formal, codified norms** that govern behavior within a society. **Conscience**, on the other hand, is an individual's **internal sense of right and wrong**, shaped by personal values, religious beliefs, and moral reasoning. When these two are in harmony, they **work together** to **promote ethical conduct**:

- In an ideal society, **laws** are crafted to **reflect the collective conscience** of the people. For e.g., an **act of murder** or any other form of violence is **wrong** in the eyes of conscience as well as law.
- When laws and conscience are **synchronized**, they **reinforce each other**. E.g., **laws against corruption** are generally aligned with the collective conscience that views corruption as morally wrong.
- Synchronization creates a society where **laws are respected, not just out of fear** of punishment, but because they **resonate** with the **people's moral beliefs**. E.g., Right to Information Act aligns with the belief that **transparency** and **accountability** are cornerstones of ethical governance.

However, **discord** between them **can create** significant **ethical dilemmas**:

- When legal practices **within an organization** or government are seen as unethical, individuals may face the dilemma of whether to expose them through **whistleblowing** or remain silent. E.g., **Edward Snowden** (a

former NSA contractor) leaked classified information on government surveillance programs, had to face legal repercussions.

2. In a **diverse society** like India, some laws may be perceived as favoring one group over another. For e.g. the debate over the **Uniform Civil Code** reflects **tension** between **legal uniformity** and the **diverse consciences** of different religious communities.
3. Issues like **Euthanasia** present a significant ethical dilemma where laws and conscience often collide. In many countries, euthanasia is illegal, yet some individuals believe that it is a compassionate response to unbearable suffering. E.g., the case of **Aruna Shanbaug**.
4. As **societies evolve**, so do their moral standards. But **laws** may **not always keep pace**, creating a gap between what is legally required and what is morally acceptable, e.g. the **shift in views** on laws that once criminalized **homosexuality**.
5. **Laws perceived** as unjust or **immoral** by a significant portion of the population may not be obeyed. E.g., Civil Disobedience Movement under the colonial rule; Mahatma Gandhi argued that **one's conscience should guide actions against unjust laws**.

Thus, **balancing laws and conscience** requires acknowledging that while **laws are essential** for social order, they are **not infallible** and must evolve with changing moral and ethical standards. Similarly, **conscience is vital** for personal moral guidance but should be **tempered with respect** for the **rule of law** to avoid anarchy. (422 words)

b) "Good governance is not only about rules and regulations but also the character and conduct of those who govern". Discuss.

Approach: Introduce the answer by defining good governance. In the body, first outline the role of rules and regulations in ensuring good governance. Next, discuss the importance of the character and conduct of those who govern in achieving good governance. Conclude by highlighting the significance of both for the welfare of citizens.

Good governance is the ability to **effectively manage society** by **addressing its needs and aspirations** within the framework of the law, ensuring that the governance process is **open, transparent, accountable, and sustainable**.

Role of rules and regulations in ensuring good governance:

1. **Legal enforcement** is necessary to ensure **socio-economic welfare** and **extending equity** in society. E.g., Ensuring **food and nutritional security** through the National Food Security Act.
2. They make **access** to social opportunities a **matter of right** instead of the benevolence of an individual. E.g., **Right to education Act, 2009**.
3. They are necessary to **ensure transparency in the governance** process. E.g., Right to information act, 2005. They can deepen the **paradigm for accountability** in governance, effecting good governance. E.g., Provision of **social audit in MGNREGA**.
4. Legal provisions are important to keep a **check on graft** and reduce the element of discretion. E.g., Lokpal act, 2013, prevention of corruption act, 1988. They are important to impart **uniformity, clarity, and enforceability** in good governance activities.

Though rules and regulations are important feature for good governance, the **character and conduct** of those who govern **also matter as**:

1. The quality of **compassion in a civil servant** can contribute to making the governance process more humane and **responsive**. E.g., A **compassionate civil servant** is better equipped to implement socio-economic welfare schemes like PMAY, Ayushman Bharat, etc.

2. A civil servant with high **emotional intelligence (EI) and objectivity** can ensure better targeting and utilization of resources. E.g., The effective use of **limited vaccines during the COVID-19** pandemic.
3. A **neutral and impartial civil servant** can provide better **advice** to the **political executive** on developmental matters and implement schemes **without personal biases**. E.g., The **rehabilitation of riot victims** can be carried out without consideration of the civil servant's own religious values.
4. An **honest civil servant** will **not misuse their discretionary powers** and will ensure transparency in their work. E.g., They may **declare** their **personal wealth/income** and reject nepotism in public tenders.
5. A **courageous civil servant** will be able to withstand peer pressure, political interference, and other challenges without succumbing. E.g., **Kiran Bedi's** relentless **pursuit of prison reforms** exemplifies such courage.
6. A civil servant with a **positive attitude** and a high **adversity quotient** can ensure good governance not only in favorable times but also during **adverse situations**. E.g., District Magistrate with a positive mental attitude can efficiently manage a flood situation with minimal resources.

Good governance is a delicate **balance** between rules, **regulations and the character** and conduct of those who govern. While a robust **legal framework** is essential for maintaining **order and justice**, it is the ethical and moral standards of administrators that truly determine the quality of governance and **welfare of citizens**. (460 words)

5. a) "In the realm of international relations, ethics often takes a backseat to national interest, which primarily drives foreign policy decisions." Critically examine.

Approach: Start your answer by defining the importance of national interest in international relations. In the first part of the body, discuss how ethics often takes a backseat to national interest, which primarily drives foreign policy decisions. Next, discuss how ethics also plays a role in guiding international relations. Conclude by highlighting the importance of ethics in building a stable global order.

National interest is the **predominant consideration** that guides the conduct of a country's foreign policy. The excessive **reliance on ends over means** to attain the objectives of national interest makes the domain of international relations results in **ethics often taking a backseat** to national interest in foreign policy decisions as:

1. In the conduct of international relations there are **no permanent foes or friends**, however, **national interest reigns supreme**, even at the cost of ethics. E.g., To facilitate its withdrawal **USA signed Doha pact with Taliban**.
2. National interest is paramount to protect the **strategic interest of a country**. E.g., Despite their historical connect with Palestine, **UAE and Bahrain** signed the **Abraham Accords** with Israel.
3. National interest is the **primal factor** in the conduct of foreign policy of a country to **safeguard the interests and welfare of its citizens**. E.g., India's **purchase of cheap oil from Russia** despite criticism from the West.
4. Though the **principles of human rights** are well accepted by the west, their conduct is not in line with what they preach. E.g., **Asylum pact** between Rwanda and United Kingdom.
5. **National interest outweighs** ideological/**ethical considerations**. E.g., **USA**, biggest exponent of the democracy, **supported dictatorship regimes** in South America and Africa.
6. National interest **prioritises the safety of one's own citizens** even at the cost of the life of innocents. E.g., **Global War on Terror (GWT)** of America, led to loss of several innocent lives.

However, to say that **ethics in international relations** is a myth would not be correct because:

1. During the covid-19 pandemic, countries **despite suffering economic crisis**, extended aid to other nations to **contain the loss of human lives**. E.g., **Vaccine Maitri** policy of India.
2. **Global cooperation** is increasingly gaining pace to tackle various global challenges like **Climate Change, terrorism** etc., E.g., despite overwhelming developmental needs, **India has committed to achieve net zero emissions by 2070**.
3. Making **regional development** an equally **important** priority as national growth points towards the importance of **enlightened nationalism**. E.g., **Gujral doctrine** of India; SAGAR doctrine.
4. **Adherence to international laws** and treaties highlight the ethical behaviour of a country even at the cost of national interest. E.g., **India welcomed the UNCLOS decision** on maritime dispute with Bangladesh even though it lost maritime space.

Even though we **see isolated acts of ethics** in International Relations (IR), National Interest continues to **hold considerable sway** over the conduct of foreign policy. Ethics in International Relations is important to **build a peaceful, prosperous and stable** global order. (419 words)

b) The essence of business is profit, but it must be achieved through responsible and sustainable practices. Elaborate.

Approach: Begin the answer by briefly writing about the essence of quote. In the body, first discuss profit as the essence of business. Next, discuss the need for responsible practices. Finally, highlight the importance of sustainability. Conclude by emphasizing Gandhi's seven sins.

While **profit (ends)** has **traditionally** been viewed as the **primary objective** of business, there is **growing recognition** that **how that profit (means) is achieved** is also equally important. There is a need for businesses to operate in ways that are not only **economically viable** but also **socially responsible** and **environmentally sustainable**.

Profit as the essence of business:

1. Profit is undeniably the **core driver** of business activity. It serves as a **measure of success**, providing the **financial resources** needed for growth, enabler of innovation, and ensures reasonable **return on investment** to shareholders (fiduciary duty).
2. Without profit, a business **cannot sustain itself**, pay its **employees**, or invest in future opportunities. **Profitability ensures** that businesses can continue to operate, **compete in the market**, and contribute to the economy and **support national** and thereby **human development**.

The need for responsible practices:

1. Businesses have various social, environmental, and economic **impacts from their operations**, they **need to be accountable** for the same. This can include **fair labor practices, ethical sourcing**, community engagement, and philanthropy. E.g., **Tata Group** have long been involved in **CSR activities**, focusing on education, healthcare, and rural development.
2. Ethical business practices are **crucial for building trust** with customers, employees, partners and the **larger community**. Companies that engage in **unethical behavior**, such as engaging in corrupt practices, or misleading consumers, may achieve **short-term profits but risk long-term damage** to their reputation and **sustainability**. E.g., Collapse of companies like **Satyam**.

- Modern businesses are increasingly recognizing the importance of **engaging with all stakeholders**, not just shareholders, to create a **balanced business model** that addresses the interests of all parties involved, ensuring **long-term success**. E.g., **Unilever** have adopted models that consider the needs and expectations of a **broad range of stakeholders**.

The **importance of sustainability**:

- Businesses are **major contributors to environmental degradation**, whether through **carbon emissions**, **waste** production, or resource depletion. As **awareness of environmental issues** has grown, so has the pressure on businesses to adopt sustainable practices. E.g., ESG norms, **Tesla** have built their **business models around sustainability**.
- Companies that deplete natural resources, exploit workers, or alienate communities **may face backlash**, **leading to boycotts**, legal challenges, or **regulatory penalties**. This long-term perspective is crucial for companies that aim to be **profitable not just today**, but for decades to come. E.g., **ITC Limited** in India has aligned its business operations with the **SDGs**.

Balancing profit with responsible and sustainable practices requires a shift in mindset from short-term gains to long-term success. There is a need for **compassionate capitalism** adhering to the bottom lines of 3Ps (**People, Planet and Profit**). (418 words)

6. a) What are the ethical concerns associated with Artificial intelligence? How can ethics help in resolving them?

Approach: Introduce by defining Artificial Intelligence. In the body, mention the various ethical concerns associated with AI. Next, discuss how ethics can help in resolving them. Conclude by highlighting the need for a multi-pronged approach to address these concerns..

Artificial Intelligence (AI) is a **constellation of technologies** that enable **machines to act with higher levels of intelligence** and **emulate the human capabilities** of sense, comprehend and act. While AI is a significant **frontier technology**, it also raises **various ethical concerns**:

- Perpetuates and amplifies existing **biases** such as **racial bias** against **'blacks'** in predicting future criminals (labelled as high risk by COMPAS algorithm used in US court systems); **gender discrimination** in hiring operations (**Amazon's hiring algorithm** rejected more women than men).
- Generation of **fake content** targeting the **reputation** and **dignity of individuals** (deep fakes); **difficulty** in **fixing accountability** if anything goes wrong (for e.g., accidents by autonomous vehicles); **privacy concerns** and risks associated with misuse of data captured by **AI enabled facial recognition systems**.
- Possibility of **'artificial stupidity'** due to lack of understanding of full context (instances of suggesting suicide in response to a mental health query); can be used to **disseminate extremist propaganda** quickly and cheaply (**'News Harvest'**: ISIS's AI-driven media initiative); challenges of controlling a complex intelligent system (**AI Singularity**).
- Effect on **human behaviour** and **health** (triggers **reward centres** in the brain, creates **tech addiction**); threat of **job losses** due to automation; emergence of an **unfair post labour economy** due to increased **inequality** as a result of technology adoption (with increased revenues for companies primarily benefiting the founders); **IPR violations** (Claude AI chatbot developers have been sued for copyright infringement); **environmental concerns** (increased carbon footprint) due to huge power consumption.

Ethics can help in resolving these concerns in following ways:

1. Application of ethical values **(transparency, equity, inclusivity)** in the development of AI systems can help avoid **culturally induced biases/negative stereotypes** in algorithms **(computational morality)**. For e.g., **NITI Aayog's "Responsible AI for All"** initiative focuses on reducing biases in AI systems by encouraging the use of diverse datasets.
2. Adopting **ethical principles in lawmaking** can shape the development of AI systems to incorporate robust **data protection** measures and **respect for user privacy** (e.g., EU's GDPR); **environmental ethics** can guide the development of AI systems that **use energy-efficient algorithms (e.g. Spain's National Plan for Green Algorithms)**, thus reducing their environmental impact.
3. **Ethical guidelines** can encourage the design of AI systems that **prioritize user autonomy** and provide transparency in decision-making processes. For e.g., **Apple's 'App Tracking Transparency' (ATT)** framework allows users to control how their data is used by apps.
4. **Compassionate Capitalism** can guide policies to support workers affected by AI, **promoting fair transitions** and **addressing economic disparities**. For e.g., **FutureSkills PRIME initiative** focuses on reskilling and upskilling workers in AI-related fields, helping to mitigate job displacement and economic inequality.

Addressing AI's ethical concerns requires a **multi-pronged approach** that includes **applying ethical principles** and **implementing strict measures/laws**. While ethical guidelines foster fairness, transparency, and sustainability, **robust regulations are essential to enforce these principles.** (469 words)

b) While some argue that values are influenced by temporal and situational factors, others uphold the belief in timeless and universal human values. What is your opinion in this regard? Justify your answer.

Approach: Begin the answer by mentioning the long-standing debate about the nature of values. In the body, first discuss how values are influenced by temporal and situational factors. Next, discuss how some values are timeless and universal. Conclude by highlighting that values represent a dynamic interplay between universal principles and contextual influences.

The **debate** on whether values are shaped by changing circumstances or remain constant and universal is a **long-standing one**. Some argue that values are influenced by **temporal** and **situational factors**, as discussed:

1. **Cultural, social, economic,** and **political environments** influence values and cause them to change with time and situations. E.g., **Western culture** values **freedom and individualism**, while **Indian culture** emphasizes **collectivism**; evolution of **marriage** and **family values** in India.
2. The values also **evolve** as one progresses **through life**, e.g. **as children**, sharing and obedience are important, but as **young adults**, independence and personal goals become more significant.
3. Values change with **situational contexts** as well. For e.g. **in a crisis**, safety and security might be prioritized, while in **times of prosperity**, personal growth and enjoyment may become more prominent;
4. Earlier, **industrial progress** (during industrial revolution) was **prioritized over environmental concerns**, but modern values increasingly emphasize sustainability and environmental protection. Indian **constitutional values** have also evolved over time, as evidenced by various amendments and Supreme Court judgments, e.g. recognition of the **right to privacy** as a fundamental right under Article 21; reading down of section 377 of IPC.

However, there are **timeless and universal values** that transcend cultural, temporal, and situational differences:

1. As per **Immanuel Kant**, values that are grounded in **rationality and universal principles** do not change because they are rooted in the fundamental nature of moral law, which is **consistent** across all situations and societies. E.g., concept of **categorical imperative**.

2. The intrinsic value of **human life** and **dignity** forms the basis for universal human rights. The values of **love**, **compassion**, and **empathy** are essential for social cohesion and personal relationships, thus remains timeless and universal.
3. The principles of **justice** and **fairness** underpin the legal systems and moral judgments across different cultures and epochs. **Health and well-being** are universally valued as they are intrinsic to human existence and flourishing.
4. **Respecting parents and elders** have been a universal value across many cultures and societies, though the ways in which it is **expressed may differ**.
5. The **Indian Constitution** enshrines several values that are considered universal. For e.g., principles of **justice, equality, and human dignity**.

Thus, values are best understood as a dynamic **interplay between universal principles** and **contextual influences**. Certain **core values** may be **universally recognized** due to their foundation in shared human experiences. However, the **expression**, prioritization, and **interpretation** of these values can **vary** based on temporal and situational factors.

(407 words)

Section - B

Q.7) It was a sweltering afternoon in the month of May when a booth-level officer arrived in the remote village of Dharmapur. Dusty roads, parched fields, and sparse vegetation characterized the landscape. As the officer entered the village, he was greeted by a group of villagers gathered under the shade of a large banyan tree. The villagers looked at the officer with a mixture of curiosity and skepticism.

The officer introduced himself as the representative appointed by the Election Commission, there to ensure that everyone exercised their right to vote in the upcoming elections. The villagers listened quietly, their faces showing little enthusiasm. When the officer finished speaking, an elderly man named Ram Singh spoke up. "Saab, we have heard these promises before," he said, his voice weary. "Every election, candidates come here, make grand promises, and then disappear. Our roads are still in disrepair, our wells are dry, and our children have no proper schools. Why should we vote?"

Ram Singh's words echoed the sentiments of many in the village. Years of unmet promises had led to a deep sense of voter apathy. The villagers felt disconnected from the political process, believing that their participation would not bring about any meaningful change. This general disinterest and dissatisfaction with political candidates and parties made them reluctant to vote. A younger villager named Priya voiced another common concern. "Our village is small; our votes are few. "Even if we vote, what difference will it make?" she asked.

As the officer continued the conversation, it became evident that many villagers lacked awareness of the importance of their vote. For them, voting seemed like a futile exercise. The officer realized that insufficient voter education and awareness campaigns had left them unaware of how their collective votes could bring about change. The discussions also highlighted logistical challenges. Dharmapur, like many remote areas, suffered from poor infrastructure. The nearest polling station was several kilometers away, accessible only by a narrow, unpaved road. The villagers, especially the elderly and those with disabilities, found it difficult to travel such distances. Lack of transportation facilities compounded the problem.

The issue of migration also surfaced during the meetings. Many young men from Dharmapur had migrated to cities in search of better opportunities. These individuals, living away from their home constituencies, found it difficult to return to vote due to the lack of convenient voting mechanisms. They could hardly return for frequent elections, including local, state, and national polls. Daily wage earners and laborers in the village had their own set of challenges. For them, taking a day off to vote meant losing a day's wages, which they could ill afford. Economic pressures forced them to prioritize work over voting, further contributing to low voter turnout. Administrative inefficiencies added to the villagers' woes. Delays in updating voter lists and issues with voter ID cards had caused confusion and disenfranchisement in previous elections. These administrative failures further eroded trust in the electoral process. Faced with these challenges, the officer knew that ensuring maximum voter turnout in Dharmapur would not be easy.

You are the District Magistrate (DM) and District Election Officer (DEO). You are busy with preparations for the upcoming general elections. In this process, you attended a local meeting where the booth-level officer apprised you of his experiences of interacting with the villagers of Dharmapur. As you enquired further into the issue, you got to know the problem is not limited to a single locality but is more widespread.

a) Discuss the ethical issues involved in the case study.

b) As the DEO and DM, what short-term and long-term measures would you take to ensure maximum voter turnout?

Approach: Introduce the answer with a brief analysis of the case study. In the body, first discuss the ethical issues involved. Next, outline the short-term and long-term measures you, as the DM, can take to ensure maximum voter turnout. Conclude by emphasizing the importance of these measures to strengthen the democratic process and build trust in the system.

The case study highlights **challenges** in **democratic governance, citizen engagement**, and the responsibilities of public officials. It underscores the need to **rebuild trust** and **address barriers** to voter participation, upholding **the rights of all**.

a) **Ethical issues** involved in the case are:

1. Violation of the principle of **equal access to democratic processes (Articles 14 and 326)**. Lack of adequate transportation, and **accessible polling stations** effectively **disenfranchise** certain groups of voters.
2. Neglect of principle of **political accountability** and the **duty of elected representatives** to fulfill their promises to constituents. E.g., repeated **unfulfilled promises** by candidates/parties leading to **voter apathy** and **trust deficit**.
3. **Lack of awareness** about the **significance of voting** and how it can bring change highlights the ethical **responsibility** of the state to **educate citizens** about their democratic rights and duties.
4. **Socio-economic status** as an **impediment** in the **exercise** of fundamental **democratic rights**. E.g., Daily wage earners, who cannot afford to lose a day's wages to vote.
5. Delays and **inaccuracies** in updating **voter lists** and issuing voter ID cards indicate a **lapse in administrative duties**.

b) As the DM and DEO, the **measures** I will take to ensure maximum voter turnout include:

Short-term measures:

1. Constituting a **rapid response team** to address issues related to voter ID cards, missing names on voter lists, and other **bureaucratic hurdles**. This team can work to ensure that all eligible voters are registered and informed about their voting rights.
2. Launching targeted **voter education programs** focusing on the importance of voting, the impact of individual votes, and the process of voting. Using **local languages** and **engaging community leaders** to disseminate information effectively; emphasizing that voting is **not only a constitutional right** but a **duty towards collective progress** and **societal welfare**.
3. Establishing **polling stations closer** to remote and underserved areas like Dharmapur to help overcome **logistical barriers**.
4. **Engaging with local businesses** and employers to encourage them to give their employees **"time off"/holiday to vote** without wage loss, in compliance with **section 135B of the RPA, 1951**.
5. Arranging free or **subsidized transport services** for voters; **collaborating** with **local transport providers** to facilitate this; extensively using **provision of home voting** (introduced in Lok Sabha elections 2024) for the elderly and disabled (applying **principles of care ethics**).

Long-term measures to address the root causes of voter apathy:

1. Advocating for and overseeing the **improvement of infrastructure** in remote areas, including better roads and transport facilities. This would not only facilitate voting but also **address** broader **developmental issues**.
2. **Institutionalizing voter education** programs as a permanent feature of civic education. Partnering with schools, colleges, and local organizations to build a **culture of informed** and **active citizenship** from an **early age**.
3. Working towards **establishing platforms** where **elected representatives** can regularly **engage** with their constituents. This can include setting up **public grievance redressal forums** and regular **feedback mechanisms** to ensure accountability and transparency.

4. Exploring the **use of technology**, such as online voter registration, to make the electoral process more accessible and efficient. This would also help in keeping voter lists updated and **reducing administrative inefficiencies**.
5. Focusing on **building trust in the electoral system** through transparency, impartiality, and strict adherence to electoral laws and norms. This includes ensuring **fair conduct of elections**, addressing electoral malpractices, and providing **clear communication** to the public.

Addressing these ethical issues and implementing the **proposed measures** will not only **strengthen** the **democratic process** but also **rebuild trust** in the system, encouraging greater **participation** in future elections. (580 words)

Q.8) Vishal is a 15-year-old boy, studying in class 10th at ABC High School. Vishal is a confident student who excels in both academics and sports, particularly in basketball. At the school's annual sports meet, Vishal was recognized for his exceptional performance in basketball. As a result, he was selected to captain the team in the upcoming inter-school basketball championship. The entire school had confidence in Vishal's abilities and expected him to lead them to victory. As expected, the team won all their league matches and entered the championship final. However, on the day of the final, Vishal twisted his ankle and couldn't perform at his best. As a result, ABC High School lost the championship to their closest rival, DEF High School. Vishal, along with the entire team and school, was deeply disappointed. Nevertheless, the school principal, Mr. Sharma, consoled Vishal and praised him for his determination and effort to play despite his injury.

After the defeat, there was a noticeable change in Vishal's behavior. He started avoiding sports and his academic performance began to decline. During the monthly parent-teacher meeting, Vishal's father shared with his teachers that Vishal's behavior at home had also changed. He was more withdrawn, easily irritated, and avoided spending time with family and friends.

Vishal's condition became a matter of concern for his teachers and parents. Upon further inquiry with his friends, it was revealed that after the basketball championship, Vishal was subjected to intense trolling by the students at ABC High School on various social media platforms. Videos of his performance were circulated with edited images and mocking voices. He was blamed for the school's loss on numerous social media pages. Additionally, derogatory messages and memes targeting Vishal were being circulated. Constant cyberbullying had impacted his mental health severely. Even his parents were not spared, with morphed pictures being shared in various groups to humiliate Vishal.

- a) What are the reasons for increasing incidents of cyber bullying among children? What role can parents play in shielding their children from the effects of cyber-bullying?**
- b) Discuss the responsibility of educational institutions to check the incidents of cyber-bullying.**
- c) What ethical issues are involved in the use of social media by children?**

Approach: Introduce the answer by briefly defining cyberbullying. In the body, first discuss the reasons for increasing incidents of cyberbullying among children and the role parents can play in shielding their children from its effects. Next, discuss the responsibility of educational institutions to check the incidents of cyber-bullying. Finally, outline the ethical issues involved in the use of social media by children. Conclude by highlighting the need for multi-faceted approach involving parents, educational institutions, and society at large.

‘Words can be like bullets, and the internet like a gun’.

Cyberbullying is a **form of harassment** through digital platforms like social media, messaging apps, and gaming sites. It involves **repeated actions** meant to **intimidate, harm,** or humiliate, such as **sharing false** or mean **content,** **sending threats,** or posting **embarrassing photos** without consent.

- a) **Reasons** for increasing incidents of cyberbullying among children:

1. **Anonymity** and **lack of accountability** on the internet allows users to hide their identities, making it easier for individuals to harass others **without immediate consequences**.
2. The **widespread availability** of smartphones and other digital devices has made it **easier** for children **to access** social media platforms.
3. Children often **seek approval** and **validation from their peers**. Engaging in cyberbullying can be a way for some to fit in (**peer influence**) with certain groups or **assert dominance** over others.
4. Many children lack the **understanding of the consequences** of their online actions. They may not fully grasp the impact of their words and actions on the mental well-being of others.
5. The **absence of guidance** and **monitoring** by parents can lead to **unchecked behavior** and exposure to harmful content (e.g., **Bois Locker Room case** 2020).

Role of parents in shielding their children from the effects of cyberbullying:

1. **Educating children** about the dangers of cyberbullying and the importance of responsible online behavior (**digital literacy**).
 2. Establishing **open lines of communication** with their children, **encouraging** them to **share** their **online experiences**. For e.g., discussing any negative encounters they may have.
 3. While respecting their children's privacy, parents should **monitor** their online activity to some extent, e.g. social media **platforms they use**, their online friends, etc.; should set **clear boundaries** for internet use and **restrict access** to **certain websites** or platforms, limit screen time (**'digital detox'**).
 4. Parents should provide **emotional support** and reassurance to children who have experienced cyberbullying. This includes validating their feelings, offering comfort, and **seeking professional help**, if needed.
 5. If cyberbullying occurs, parents should **report the incidents** to the relevant authorities. They should also **document evidence** of the incident to support any necessary legal actions.
- b) **Responsibility of educational institutions** in checking cyberbullying:
1. Conducting **regular awareness programs** and **workshops** on the dangers of cyberbullying. Offering **counseling services** to students who are victims of cyberbullying.
 2. Creating **mechanisms for reporting** cyberbullying incidents, ensuring that students feel comfortable coming forward. This can include **anonymous reporting** channels.
 3. **Collaborating** with parents and community for **sharing resources** and **best practices** for preventing and responding to bullying.
 4. **Monitoring** the school environment, both physical and digital, for **signs of bullying**. Prompt **intervention** and appropriate **disciplinary actions** should be taken against those involved in cyberbullying.
- c) **Ethical issues involved** in the use of social media by children:
1. Children's **personal information** is often **shared online**, sometimes without their full understanding of the consequences.
 2. **Exposure to inappropriate**, harmful, or **age-inappropriate content** on social media platforms. This includes violent, sexual, or otherwise disturbing material.
 3. The content children post online can have **long-term implications**. E.g., **permanence of digital footprints** and the potential impact on their future.
 4. Social media can amplify **peer pressure** and lead to **unhealthy social comparisons**. Children may feel **pressured to conform** to certain standards or behaviors to **gain acceptance**.
 5. Negative effects on children's **mental health**, leading to issues like anxiety, depression, and **low self-esteem**.

In conclusion, addressing the **complex issue** of cyberbullying requires a **multi-faceted approach** involving parents, educational institutions, and society at large. Ethical considerations must guide the **responsible use** of social media **by children**, ensuring their safety and well-being in an **increasingly digital world**. (600 words)

Q.9) EduLab Pvt. Ltd. is a globally renowned Ed-tech company known for its online products. Recently, it faced significant challenges despite the substantial growth in the online education sector driven by technological advancements such as the adoption of Artificial Intelligence (AI). The company reported unprecedented net losses, prompting a comprehensive overhaul of its operations to streamline processes and improve efficiency. To address these financial challenges, the company decided to incorporate new technologies, including AI and automation. This strategic shift led to the decision to lay off almost 10% of its workforce. It was also a cost-cutting measure aimed at reducing expenditure on human resources and reign in the mounting losses.

Following the layoffs, the company made headlines by giving substantial bonuses to its senior management. They also signed a high-profile sports personality as their brand ambassador with a multimillion-dollar contract. Reports indicated continued excessive spending on first-class travel and generous salaries for senior officers, casting doubt on the company's claims of financial strain. The abrupt manner in which the layoffs were executed left many employees in distress. Concerns arose over their financial obligations, such as EMIs, school fees, and caregiving responsibilities. Media coverage highlighted grievances from laid-off employees regarding contractual obligations that were allegedly ignored. The absence of any severance packages or formal notices further compounded their anxiety.

While the owner of EduLab Pvt. Ltd. issued an apology to the affected employees, the handling of the layoffs was criticized for its perceived insensitivity and lack of transparency. The incident sparked widespread public debate and scrutiny, underscoring broader concerns about corporate responsibility and ethical practices in the face of technological disruptions and industry transitions.

a) What are the ethical issues involved in the above case study?

b) How can ethics in corporate governance contribute to organizational resilience during periods of economic downturn or technological disruption?

Approach: Introduce the answer by mentioning the key stakeholders involved in the case. In the body, first discuss the ethical issues involved. Next, discuss how ethics in corporate governance can contribute to organizational resilience during periods of economic downturn or technological disruption. Conclude by emphasizing role of ethical standards in managing not only immediate crises but ensuring long-term success and resilience.

"Corporate governance is about promoting corporate fairness, transparency and accountability."

Key stakeholders in this case include: **Laid-off Employees**, who face financial and personal challenges; **Senior Management**, who benefit from bonuses and influence strategic decisions; **Owner of EduLab Pvt. Ltd.**, responsible for overall strategy and public relations; **Shareholders/Investors**, concerned about the company's financial health and governance; and **Public/Media**, which influences public perception and criticizes company actions; **government/regulatory bodies**, to ensure that due process is being adhered by the company.

a) **Ethical issues** in the case study are:

- Abrupt layoffs** without adequate support demonstrate a **lack of empathy** and social responsibility. It also undermines the **moral obligations (compassionate capitalism)** that companies have **towards** their workforce.
- Prioritization** of the **financial interests of top executives** over the livelihoods of regular employees is ethically troubling. **Leaders** should **lead by example (professional ethics)**, especially during crises, by aligning their compensation with the broader financial health of the company.

3. **Lack of transparency and accountability** demonstrated by **contradictory actions** such as cutting jobs while simultaneously indulging in excessive spending. Ethically, companies are expected to operate with honesty and integrity, ensuring that their **actions** are **consistent** with their **stated goals and financial realities**.
 4. **Insensitivity** and the lack of transparency **in communicating** the reasons for the layoffs (**a violation in spirit of Article 43A**, which advocates for the participation of workers in the management of industries); the **absence of meaningful support** for affected employees reflect **poorly** on the company's **commitment to corporate responsibility**.
- b) **Role of ethics in corporate governance** during economic downturns and technological disruptions:
1. Ensuring **organizational resilience** as companies that uphold ethical standards in decision-making are **better** positioned to **navigate crises** while **maintaining trust** and **credibility with stakeholders**.
 2. **Building trust** and maintaining **morale of the employees**, customers, and investors **through transparent communication** and **fair treatment. Trustworthy leadership** that demonstrates empathy and fairness can prevent the erosion of **organizational culture**.
 3. In times of crisis, a company's reputation is often tested. **Ethical behavior**, such as equitable treatment of all employees and responsible financial management, **enhances a company's reputation**. This can be crucial in **retaining customer loyalty**, attracting investment, and **securing long-term partnerships**.
 4. Ethical corporate governance encourages **decision-making** that considers the long-term **impacts on all stakeholders**, including employees, customers, and the community. In the context of technological disruption, this might involve **reskilling** and **upskilling employees** rather **than resorting to layoffs**, thus aligning technological advancements with **social equity**.
 5. It also ensures **compliance with laws** and regulations, thereby **reducing the risk of costly litigation** and penalties.

Thus, the case underscores the **importance** of **ethical** considerations in **corporate governance**, particularly during times of economic strain or technological change. Upholding **ethical standards** not only helps in **managing immediate crises** but also **strengthens** the **organization's foundation** for **long-term success** and resilience. (451 words)

Q.10) You are the Chairman of a Coastal Development Authority of a state, tasked with preparing a Detailed Project Report (DPR) of construction of a coastal highway. It is an ambitious project aimed to enhance connectivity and promote tourism in the scenic coastal region of the state. The initial DPR, meticulously crafted by your team, prioritizes minimizing environmental impact by utilizing existing government land and adhering to stringent guidelines on land acquisition and compensation for affected stakeholders. The proposed route ensures minimal disruption to local fishing communities and preserves critical coastal habitats. However, challenges arise when a wealthy real estate developer, with ties to influential policymakers, proposes a significant alteration to the highway route. He suggests moving the highway closer to a resort he plans to develop, arguing that it would spur tourism and economic growth in the area. In exchange, he offers to facilitate the acquisition of beachfront property at a nominal rate for your family, highlighting it as a mutually beneficial arrangement. This proposed realignment would require acquiring privately owned coastal lands, displacing traditional fishing communities, and potentially disturbing fragile marine ecosystems. Moreover, it would involve the removal of significant coastal vegetation, impacting local biodiversity and the natural beauty of the region.

a) Under the given conditions, what are the options available to you? Critically examine each of the options.

b) What course of action would you adopt to navigate the situation and why?

Approach: Introduce the answer by briefly mentioning the issues involved in the case study. In the body, mention the options available to you in the given conditions and examine each of them. Next, discuss the course of action you would take with reasons. Conclude by emphasizing the need to adhere to the original DPR.

The **issues** involved in the case include **environmental protection** (minimizing ecological impact), **public interest** and **welfare** (balancing economic growth with community needs), **transparency and integrity** (avoiding corruption and undue influence), **equity and fairness** (ensuring fair treatment for affected stakeholders), and **accountability** (staying true to project goals).

- a. As the Chairman of the Coastal Development Authority, **options available** and a **critical examination** of each:

Option 1: **Accept** the **Developer's proposal**.

Merit	Demerit
<ol style="list-style-type: none"> 1. The possibility of tourism and economic development in the area, benefiting the state's economy. 2. The offer of beachfront property at a nominal rate could be personally lucrative. 3. Support from influential policymakers could ensure smoother implementation of the project. 	<ol style="list-style-type: none"> 1. The offer of beachfront property is a bribe and could open you up to legal action, loss of employment and imprisonment. 2. Displacement of the local fishing community impinges upon their right to shelter and livelihood (Article 21). 3. The social unrest could lead to protests, litigation, and a loss of public trust in the Coastal Development Authority. 4. Disturbing fragile marine ecosystem is a breach of government's mandate to protect and restore environment under 48A.

Option 2: **Reject** the Developer's proposal and **adhere** to the **original DPR**.

Merit	Demerit
<ol style="list-style-type: none"> 1. Upholds ethical standards; demonstrates commitment to public service and the public interest. 2. Minimizes environmental impact, preserving coastal habitats and biodiversity. 3. Minimal disruption to local fishing communities, respecting their rights to life and livelihoods. 4. Ensures compliance with laws and guidelines. 5. In line with sustainable development practices. 	<ol style="list-style-type: none"> 1. Possible backlash from influential policymakers and developers, potentially complicating the project's implementation. 2. Loss of potential economic benefits that could have arisen from increased tourism and development in the area. 3. Loss of employment opportunities for locals and additional comfort for tourists (construction of resort). 4. The perception of an unfriendly business environment may deter future investment.

Option 3: **Negotiate a middle path** like engaging with the developer to explore **alternative routes** that might partially meet his requirements without significant social or environmental impacts.

Merit	Demerit
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1. Possibility of gaining support from the developer while also balancing interests of the local communities and environmental concerns.	1. Could lead to a dilution of ethical standards if the compromise is seen as yielding to undue influence . (Ethical gray area).
2. Reduced potential political backlash from influential people.	2. Negotiating a new route could lead to time and cost overruns (fiscal imprudence).
	3. Sets a bad precedent .

b. Course of action:

Most prudent **course of action** would be to **reject** the **developer's proposal** and **adhere** to the **original DPR**.

This decision is based on several **factors**:

1. Upholding **ethical principles** is **paramount** in public service (**Swadharma**). Rejecting the offer **safeguards your integrity** and the **credibility** of the Coastal Development Authority.
2. The **original DPR** was designed to **minimize environmental impact** and protect the **rights of local** fishing communities. By adhering to it, you ensure that the project **aligns with sustainable development goals**. This approach also **aligns with** the principles of **environmental justice** and **social equity**.
3. As a public servant, your **primary duty** is **to the citizens (categorical imperative)**, not to private developers. Adhering to the original plan demonstrates a **commitment to the public interest** and **sets a precedent** for transparent and accountable governance.

While the **developer's proposal** may appear to **offer economic benefits**, it is **fraught with** ethical, social, and environmental **risks**. Adhering to the **original DPR** ensures that the coastal highway project is executed in a manner that **promotes sustainable development**, protects vulnerable communities, and upholds the **highest standards** of **public service**. (597 words)

Q.11) Nitish is an aspiring civil servant. One day, while reading the newspaper, he came across an article about a demolition drive. In a large Indian city, the state government had launched a significant urban reclamation project aimed at restoring the banks of a heavily polluted river. The river, which flows through a densely populated area, had become severely degraded due to illegal encroachments and industrial pollution. Over several decades, thousands of families had settled along the riverbanks, constructing homes, shops, and factories without proper authorization. The river had long been a dumping ground for industrial waste from other parts of the city, contributing to severe pollution. Environmentalists have time and again emphasized the need for a comprehensive clean-up and sustainable development plan.

To rejuvenate the river and its surroundings, the state government initiated a comprehensive demolition drive to remove the illegal constructions. The project aimed not only to restore the river's natural ecosystem but also to develop the area into an eco-tourism destination.

The demolition faced strong resistance from the residents, including appeals and protests in front of local authorities. Many residents, claiming that they had settled with the tacit approval of administration, hold the administration itself responsible for the issue. Some of them approached the courts to halt the demolition. The blame-game has erupted between the opposition and ruling parties in the state over the matter. Most of the affected residents belonged to marginalized sections of society, raising concerns about their displacement and livelihood. Nitish, who himself comes from a family of limited means, sat there, reflecting on the pain of the people who had invested their life savings to build their homes and businesses. The drive disrupted thriving local commerce and displaced thousands of families. He questioned whether uprooting established communities by the demolition of residential and commercial properties was justified in a country where millions of people are homeless, poor, and have meager savings.

a) Discuss the ethical issues in this case.

b) How far do you think Nitish's thinking is justified? Discuss by assessing the merits and demerits.

c) As an outsider, what measures would you suggest to prevent such situations and manage the interests of all stakeholders?

Approach: Introduce the answer by briefly summarizing the case study. In the body, first discuss the ethical issues involved. Next, assess the merits and demerits of Nitish's thinking. Finally, suggest measures to prevent such situations and manage the interests of all stakeholders. Conclude by emphasizing the need for a balanced approach that considers both the immediate human cost and the long-term benefits.

The state government is carrying out a **demolition drive** to rid the riverbanks of a heavily polluted river of **illegal encroachment**. The drive intended to **rejuvenate the river and promote eco-tourism** also **displaces families** settled at the riverbank.

a. **Ethical issues** in the case:

1. The **Government's obligation** to protect and improve the natural environment (**48A**). Establishment of **rule of law** by clearing **illegal encroachment**.
2. The demolition drive **displaces** thousands of **families, disrupting** their **lives and livelihoods (Article 21)** right to live with **dignity** and right to **livelihood**. Absence of **fair compensation and rehabilitation plan** violates the principle of **social justice**.
3. **Tacit approval** of local administration in the encroachment of riverbank points towards **dereliction of duty**. The demolition drive disproportionately impacts the **marginalized sections** overlooking the **state's duty to protect** the **weakest** in society (**Gandhian Talisman**).
4. The issue has led to a **blame game** between the ruling and opposition parties, showing their **indifference** towards the public (**politics without principle**).
5. **Right to clean environment** (Article 21) of the **city's residents (maximum good for maximum people)**. Unabated **industrial pollution** without concern for environment (**unethical business practice**).

b. **Assessing** Nitish's thinking:

Nitish's reflections reveal a **deep empathy** for the affected residents, which is **crucial** for a **future civil servant**.

Merits	Demerits
<ol style="list-style-type: none"> 1. Nitish's thoughts display an understanding of the human suffering involved in the demolition drive. (empathy and compassion) 2. He rightly questions the fairness of the demolition drive, given that many residents may have settled with tacit administrative approval. (Niti vs Nyaya) 3. Nitish's concerns reflect an awareness of socio-economic realities, where millions are homeless and live in poverty. 	<ol style="list-style-type: none"> 1. Nitish's focus on the immediate suffering might lead him to overlook the long-term benefits of environmental restoration. 2. His concerns might overshadow the ethical responsibility to protect (fundamental duty 51A(g)) and restore the environment, which is essential for the well-being of future generations. 3. Ignoring the possible situation of slippery slope if rule of law is diluted in the case by approving encroachment.

c. **Preventive measures:**

1. The reclamation project should include a **clear and comprehensive rehabilitation plan** (adequate compensation, resettlement, and livelihood restoration) to **minimize the adverse impact** on the displaced communities.

2. The project could be **implemented in phases**, allowing for **gradual relocation** and minimizing disruption to the lives of the affected residents.
3. The government should **engage in meaningful dialogue** with **all stakeholders**, including residents, environmentalists, and urban planners, before launching such projects. **Public consultations** can help in identifying potential issues and developing solutions that **balance the interests of all parties**.
4. There should be clear **legal frameworks** to **prevent illegal encroachments**, with **regular monitoring** and **enforcement reducing the need** for such **drastic measures** in the future.
5. The government should **maintain transparency** throughout the process, clearly communicating the rationale, benefits, and compensation plans to the public. **Grievance redressal mechanisms** should be in place to **address grievances**.
6. Conducting **social audits** of such projects can ensure that the **rights of vulnerable populations** are protected by ensuring **public participation**.
7. Strict enforcement of the Legislations (Water Pollution Act (1974)), to prevent the **dumping of industrial waste** (solid waste and plastic pollution) to keep the river clean ensuring **intergenerational equity**.

The case presents a **complex scenario** where environmental restoration, social justice, and governance intersect. **Nitish's reflections** are **justified to some extent**, as they highlight the need for empathy and fairness in policymaking. Therefore, a **balanced approach** that considers both the **immediate human cost** and **the long-term** environmental **benefits** is necessary. (589 words)

Q.12) Rahul belongs to a wealthy and influential business family. On his 17th birthday, he threw a party for his friends at a famous club in the city. The celebration continued late into the night, where everyone enjoyed themselves. After the party, Rahul bid goodbye to his friends and decided to drive home. He was driving his high-end SUV and, while speeding for fun, he lost control of the car while negotiating a sharp turn. The car collided with a bike coming from the opposite direction. The two occupants of the bike died on the spot, while Rahul escaped with minor bruises on his face and knees. The police arrived at the scene, detained Rahul, and took him to the hospital for a preliminary medical check-up. The families of the deceased were informed, and the bodies were sent for autopsy.

After the initial legal formalities, Rahul was presented before the Juvenile Justice Board. The Board granted him bail on lenient terms that included writing a 300-word essay on road safety. This decision sparked outrage, but the situation escalated when a video of Rahul and his friends consuming alcohol in the club emerged and went viral on social media. As the case became the talk of the city, an investigative report by a leading daily unveiled further shocking details. The report revealed that Rahul's father had attempted to mislead the police by falsely claiming that the family driver was at the wheel during the accident. Initial actions by the police suggested preferential treatment towards Rahul, including delays in filing the FIR and later registering it under lenient provisions of the law. The investigative report also highlighted the involvement of medical staff in manipulating and tampering with evidence in exchange for inducements from Rahul's father. Rahul's blood samples were replaced with those of another person which had no traces of alcohol. Furthermore, the local MLA, who is the brother of State Home Minister and close to Rahul's family, reportedly intervened to influence police and judicial proceedings in favor of the juvenile. The city is gripped by a sense of injustice as details of corruption, collusion, and manipulation unfold, revealing the lengths to which those in power can conspire and make a mockery of laws, institutions, and principles of justice. You are the SP of the district where the entire incident occurred. Prima facie, the facts highlighted in the newspaper's investigative report appear to be correct. However, due to the involvement of the local MLA and the political connections of Rahul's father, you are facing pressure from higher authorities to manipulate the investigation and acquit Rahul. Additionally, the MLA has promised a 'plum posting' if you hush up the matter, and your promotion is also due soon. Meanwhile, the families of the victims, along with the public, are demanding accountability and justice.

a) As the SP of the district, examine the options available to you. What course of action would you take and why?

b) How might the actions of Rahul's father influence his perception of personal responsibility and societal obligations?

Approach: Introduce the answer by briefly mentioning the objectives of the case study. In the body, first discuss the options available to you as SP and evaluate each. Then, discuss the course of action you would take by listing specific steps. Finally, mention how Rahul's father's actions influence his perception of personal responsibility and societal obligations. Conclude by emphasizing the critical role family plays in a child's moral development.

As the Superintendent of Police (SP) of the district, you are faced with a complex situation that **requires balancing** your **duty as a law enforcement officer** with the **pressures** exerted by powerful political forces and the public.

a. **Options** available:

1. **Manipulate the investigation:**

Merit	Demerit
1. Immediate career gains i.e. plum posting and swift promotion (achievement of personal aspirations). 2. Avoid potential backlash or retaliation from influential figures. (Safety and security needs) 3. Compliance/ obedience towards elected representative .	1. Complicity in obstruction of justice, compromise of personal integrity . 2. Erosion of public trust; mass protest and law & order problem . 3. Long-term consequences including tarnished reputation (diluting self-esteem), create internal dissonance and potential legal consequences .

2. Conduct a **prompt and impartial investigation:**

Merit	Demerit
1. It would reinforce the rule of law , restore public trust in the police, and bring justice to the victims and their families. 2. Aligns with your ethical obligations and professional duty (internal harmony) . 3. Set precedent for other civil servants while ensuring deterrence against criminal behavior.	1. Significant risks , including potential political backlash, career stagnation , or even punitive transfers . 2. Personal threats or harassment (compromised mental health and family security).

3. **Temporarily slow down the investigation**, to avoid public and political scrutiny.

Merit	Demerit
1. Navigate political pressures while ensuring some accountability. 2. Quietly gather evidence and build a solid case . 3. Partially addresses public demands .	1. Compromised justice , risk of being perceived as corrupt and complicit . 2. Incomplete or delayed justice for the victims, undermining public confidence in the legal system.

Course of action: Conduct a prompt and impartial investigation in the **following manner:**

1. **Constitute a SIT** (with members previously not involved in the case) headed by myself and launch an impartial investigation with **fresh examination** of all the existing evidence and witnesses.

2. **Seek cooperation** from the newspaper, in **verifying the allegations** of inducement and evidence and witness tampering. If found true, take **appropriate actions** against the perpetrators.
3. Request the media to **maintain the privacy** of the accused and the victim. Complete the **investigation promptly** and submit the reports to the relevant court.

Reasons for choosing the **2nd option**:

1. **Maintaining public trust** in the law enforcement (**Satyameva Jayate**/Truth alone triumphs). As the SP, your **legal and moral duty** is to ensure that the **law is applied equally to all (Art. 14)**, irrespective of their **social or political status**.
2. The existence of “**Niti**” (institutional measures) is **a hollow promise without** establishment of “**Nyaya**” (**deliverance of justice**). Performing one’s duty is **a righteous act** and should be done without the **fear of adverse consequences (Dharmo Rakshati Rakshita** - Law protects those who uphold it).
3. The **long-term benefits** of personal and professional integrity (internal harmony, self-esteem) far **outweigh the temporary** career gains.

b. **Rahul's father actions** can **influence his perception** of personal responsibility and societal obligations in following ways:

1. **Parents** are the primary **role models** for children shaping their **moral compass**. Children often learn by **observing their parents' behavior**, which **shapes their core belief**.
2. Rahul’s father’s action could **generate disregard for societal norms and laws** within him. Engaging in **unethical behavior without** facing its **consequences** could **promote irresponsible behavior** on Rahul’s part.
3. Ignorance of **societal obligation** (adherence to rules and regulation, sense of brotherhood and fraternity (51A(e))) and values such **empathy, compassion, civic responsibility**.

The **family’s influence**, especially in the **formative years**, is **critical** in developing a **child’s understanding** of their obligations to society and the importance of adhering to **moral and legal norms**. (593 words)