



ONLYIAS
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UPSC

Civil Services (Mains) Examination

**Previous
13 Years'
(2013-2025)**

**General Studies
PAPER - IV
(Mains Solved Papers)**



Features:

- Detailed Model Answers Integrated with Current Affairs
- Year Wise Coverage of Subjects
- Enriched with data and examples
- Serves as a ready reference for value addition

General Studies Paper 4

Subject/Year	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	Total
Ethics (Section A)	6	6	6	6	6	6	6	6	8	8	8	8	8	88
Ethics (Section B)	6	6	6	6	6	6	6	6	6	6	6	6	6	78

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Ethics (Section A)

Q.1(a). In the present digital age, social media has revolutionised our way of communication and interaction. However, it has raised several ethical issues and challenges. Describe the key ethical dilemmas in this regard. (150 Words, 10 Marks)

Core demand of the Question

- Key Ethical Dilemmas in the Age of Social Media

Introduction

Social media, a powerful medium of communication and mobilisation, fosters expression, transparency, and connectivity, but also poses ethical challenges of **privacy**, **misinformation**, and **responsibility**. These concerns highlight the **key ethical dilemmas** that must be critically examined in the digital age

Body

Key Ethical Dilemmas in the Age of Social Media

- **Privacy vs Publicity:** Constant data collection challenges the right to privacy, a fundamental right under **Justice K.S. Puttaswamy vs Union of India (2017)**.
Eg: The **Cambridge Analytica scandal**, where personal data was misused for political propaganda.
- **Freedom of Expression vs Hate Speech:** Balancing **John Stuart Mill's Harm Principle** (freedom until it harms others) with the need to regulate hate content.
Eg: Communal misinformation on WhatsApp has triggered violence in the **Muzaffarnagar riots (2013)**.
- **Profit Motive vs Social Responsibility:** Platforms prioritise **algorithmic amplification** of sensational content for profit, raising questions of **utilitarian ethics vs corporate responsibility**.
Eg: YouTube's recommendation algorithms sometimes promote extremist content for higher engagement.
- **Equality vs Digital Divide:** While social media democratizes information, unequal access deepens exclusion, violating **Rawls' principle of justice (fair equality of opportunity)**.
Eg: Only **43% of rural households in India have internet access (NFHS-5)**, limiting participation.
- **Authenticity vs Manipulation:** **Fake news** and **deepfakes** challenge truthfulness, eroding trust in institutions.
Eg: Misinformation during **COVID-19 vaccine drives** spread fear among vulnerable groups.
- **Individual Autonomy vs Algorithmic Control:** Personalized feeds shape opinions, creating **filter bubbles** and reducing autonomy in decision-making.
Eg: Social media's role in influencing voter behaviour during the **2019 General Elections**.
- **Accountability vs Anonymity:** While anonymity protects whistleblowers, it also enables cyberbullying and trolling, raising questions of **Kantian ethics** (duty and respect for persons).

Conclusion

Social media embodies both **opportunities** and **dilemmas**. It is not technology itself but its **use** and **regulation** that determine outcomes. As **Aristotle's** idea of the "**golden mean**" suggests, the ethical path lies in balancing rights with responsibilities, ensuring that social media strengthens democracy, inclusivity, and human dignity in the digital age.

Q.1(b). "Constitutional morality is not a natural sentiment but a product of civil education and adherence to the rule of law." Examine the significance of constitutional morality for public servants highlighting the role in promoting good governance and ensuring accountability in public administration. (150 Words, 10 Marks)

Core Demand of the Question

- Significance of Constitutional Morality for Public Servants
- Role of Constitutional Morality in Promoting Good Governance and Accountability in Public Administration

Introduction

Dr. B.R. Ambedkar emphasized that **constitutional morality is not a natural sentiment but cultivated through education and adherence to the Constitution**. For public servants, it implies aligning conduct not with personal discretion but with **constitutional values** such as justice, liberty and equality. Constitutional morality thus becomes the ethical compass for promoting good governance and accountability.

Significance of Constitutional Morality for Public Servants

- **Guiding Ethical Conduct Beyond Legal Compliance:** It ensures that civil servants follow the *spirit* of the Constitution, not just its *letter*.
Eg: An IAS officer resisting political pressure to favour a particular caste/religion in welfare schemes embodies constitutional morality.
- **Safeguarding Rule of Law:** Prevents arbitrariness and promotes **Kantian ethics of duty**, ensuring all actions respect the dignity of citizens.
Eg: Strict adherence to service rules in the allocation of COVID-19 relief funds.
- **Balancing Majority Opinion with Minority Rights:** **John Stuart Mill's Harm Principle** and Rawls' *Justice as Fairness* demand protection of vulnerable sections.
Eg: Public servants implementing *reservation policies* despite resistance from privileged groups.
- **Promoting Impartiality and Non-Partisanship:** Anchors the value of **political neutrality**, crucial for fairness in decision-making.
Eg: Election Commission officers ensuring free and fair elections irrespective of ruling party interests.
- **Upholding Human Rights and Dignity:** Inspired by Gandhian ethics of *Sarvodaya* (welfare of all).
Eg: Police reforms focusing on humane treatment of detainees, respecting Article 21 (Right to Life).

Role of Constitutional Morality in Promoting Good Governance and Accountability

- **Equity and Inclusiveness:** Ensures governance that benefits all, especially the marginalized.
Eg: Reservations and affirmative action implemented despite opposition.
- **Transparency and Openness:** Institutionalises accountability through RTI, social audits, and proactive disclosure.
Eg: Social audits in Andhra Pradesh's MGNREGA scheme curbing corruption.
- **Accountability Mechanisms:** Strengthens checks and balances, **CAG, Lokpal, vigilance commissions**.
Eg: CAG's 2G spectrum audit led to policy corrections and legislative scrutiny.
- **Integrity in Policy Implementation:** Guards against populist shortcuts, ensuring sustainable and just governance.
Eg: Upholding environmental clearances despite pressure for faster clearances.
- **Citizen-Centric Governance:** Embeds **seva bhava** (spirit of service), prioritising dignity and welfare over expediency.
Eg: Transparent implementation of DBT ensuring subsidies reach intended beneficiaries.

Conclusion

For public servants, constitutional morality is **the foundation of ethical administration**. By blending professionalism with constitutional values, it ensures **good governance** and **accountability**. As Ambedkar warned, democracy in India rests not only on institutions but also on the **constitutional morality of those who serve them**.

Q.2(a). Carl von Clausewitz once said, "War is a diplomacy by other means." Critically analyse the above statement in the present context of contemporary geo-political conflict.
(150 Words, 10 Marks)

Core Demand of the Question

- Arguments Supporting Clausewitz's View
- Limitations in the Present Context

Introduction

Clausewitz saw war as an instrument to secure political aims when diplomacy fails. In the 21st century, however, the rise of **hybrid wars**, **cyber conflicts**, and **economic coercion** challenges this classical understanding, raising questions about how states pursue power, peace, and ethics in modern conflict.

Body

Arguments Supporting Clausewitz's View

- **War as a tool of geopolitical strategy:** States continue to use war to achieve territorial, political, or security objectives.
Eg: **Russia-Ukraine conflict** (2022-present), where Russia uses war to assert strategic dominance and resist NATO expansion.
- **Military means to secure national interest:** When diplomacy fails, states resort to force to secure vital interests.
Eg: **Israel-Hamas conflict** (2023-25), where military action was used to protect security interests and negotiate ceasefire terms.
- **Use of force as coercive diplomacy:** War or threat of force is deployed as a bargaining tool to alter adversaries' behavior.
Eg: China's military posturing in the **South China Sea** and **Taiwan Strait** acts as a continuation of diplomacy to assert sovereignty claims and strategic influence.

Limitations in the Present Context

- **Nuclear deterrence:** Risk of mutually assured destruction makes large-scale wars irrational.
Eg: Despite U.S.-Russia tensions, both avoid direct military confrontation.
- **Rise of economic and technological warfare:** States increasingly use sanctions, trade wars, and cyber operations instead of open war.
Eg: US and China tech rivalry over semiconductors and AI.
- **Global interdependence:** Economic globalization discourages conventional wars due to shared vulnerabilities.
Eg: Russia-Ukraine war triggered global food and energy crises affecting all nations.
- **International law & institutions:** UN, ICJ, WTO, and multilateral frameworks constrain open wars, pushing states towards diplomacy.
- **Changing nature of conflict:** Hybrid warfare, terrorism, and information wars blur war-peace boundaries, making Clausewitz's linear view inadequate.
Eg: The 2020 Mumbai power grid cyber-attack.

Conclusion

Wars may still serve **political ends**, but in an age where humanity bears the heaviest costs, ethical statecraft calls for **dialogue**, **cooperation**, and **fairness** to guide decisions. War thus remains not only the last and costliest resort, but also the least moral path in the practice of politics.

Q.2(b). Keeping the national security in mind, examine the ethical dilemmas related to controversies over environmental clearance of development projects in ecologically sensitive border areas in the country.
(150 Words, 10 Marks)

Core Demand of the Question

- Ethical Dilemmas in Environmental Clearances for Border Development

Introduction

"*Prithivi tvam amritasya putri – O Earth, you are the daughter of immortality*" (Rig Veda) reflects the sacredness of nature and our moral duty to safeguard it. In **fragile border regions**, this duty often collides with the imperative of national security. This intersection opens up complex **ethical dilemmas** that demand closer examination.

Body

Ethical Dilemmas in Environmental Clearances for Border Development

- **Security Imperative vs. Ecological Responsibility:** Defence projects like roads, tunnels, and hydro dams are justified for troop mobility and deterrence. Yet, they disturb fragile ecosystems, causing landslides, biodiversity loss, and climate risks. The ethical dilemma emerges in prioritizing immediate defence needs against the duty to protect nature.
- **Present Security vs. Inter-generational Equity:** Accelerating clearances safeguards present sovereignty. However, irreversible ecological damage compromises the rights of future generations, raising questions of fairness and stewardship.
- **Strategic Secrecy vs. Procedural Justice:** EIA stresses transparency and public participation. Security projects often bypass these due to secrecy. This creates a conflict between democratic accountability and the state's duty of confidentiality.
- **Utilitarian Justification vs. Moral Duty:** A utilitarian logic supports environmental sacrifice for the greater good of national defence. Ethical theories rooted in **deontology** emphasize moral responsibility towards ecological preservation, regardless of outcomes.
- **National Security vs. Human Security:** Infrastructure may strengthen border defence but displace local communities, erode cultural rights, and undermine livelihoods. The ethical concern arises when **narrow state-centric security** undermines holistic human well-being.
- **Short-term Expediency vs. Long-term Resilience:** Expedient clearances enhance present preparedness. Yet, neglecting **ecological safeguards** increases **vulnerability** to disasters, even jeopardizing defence infrastructure itself.
- **Sovereign Responsibility vs. Global Commitments:** India must balance sovereign defence priorities with its ethical obligation under climate and biodiversity agreements. Ignoring ecological norms undermines **credibility** and **global moral responsibility**.

Conclusion

Ethical dilemmas in environmentally sensitive border areas demand balancing **national security, development, and ecological responsibility**. Policies must integrate justice, tribal rights, and sustainability. As the *Rig Veda* reminds us, protecting the Earth is a **sacred duty**, and **ethical governance** ensures that development strengthens the nation without eroding rights, culture, or the environment.

**Q.3(a). "Those who in trouble untroubled are, Will trouble trouble itself." - Thiruvalluvar
(150 Words, 10 Marks).**

Core Demand of the Question

- Ethical Essence of Composure in Adversity

Introduction

Thiruvalluvar, through this couplet from the **Tirukkural**, asserts that individuals who maintain **inner calm and composure** in adverse situations can overcome difficulties effectively. In other words, it is not the external problem ("trouble") that determines the outcome, but the inner state of the person facing it. One who remains unshaken mentally can defeat and transform adversity itself.

Body

Ethical Essence of Composure in Adversity

- **Emotional Intelligence and Self-Control:** Those with high emotional intelligence remain calm in adversity, making better ethical decisions.
Eg: During COVID-19, Kerala's health secretary Dr. Rajan Khobragade coordinated responses calmly and effectively, minimizing panic.

- **Virtue of Fortitude (Aristotelian Virtue Ethics):** Moral courage enables facing troubles without being perturbed, translating into just and rational actions.
Eg: E. Sreedharan ("Metro Man") overcame political and logistical hurdles to deliver public projects efficiently, unswayed by stress.
- **Resilience Under Pressure:** Resilient leaders transform challenges into opportunities, embodying the spirit of "troubling trouble."
Eg: Armstrong Pame, IAS, built the "People's Road" in Manipur by mobilizing community support when funds and government help stalled.
- **Stoic Detachment:** Following Stoic philosophy, remaining unshaken by hardship prevents escalation of problems.
Eg: T.N. Seshan, as Chief Election Commissioner, enforced electoral reforms despite immense criticism and threats.
- **Gandhian Ethic of Satyagraha:** Peaceful resistance and inner strength confound adversaries and often turn the tide in one's favor.
Eg: Gandhi's resolute non-violence during the Salt March destabilized the colonial power's strategy.
- **Leadership by Example:** A calm demeanor inspires teams to act rationally, ultimately resolving crises more swiftly.
Eg: N. Vijayaraghavan, IAS, managed relief in Kerala floods by staying composed, coordinating resources and volunteers without panic.
- **Promoting Accountability and Transparency:** Facing allegations or crises without defensiveness leads to quicker resolution.
Eg: Ashok Khemka, IAS, upheld transparency in land deals despite repeated transfers and attempts at intimidation.
- **Conflict Resolution and Mediation:** Remaining unruffled in disputes helps mediate with fairness and diffuse tension.
Eg: Kiran Bedi, IPS, used calm mediation in Tihar Jail reforms, transforming the atmosphere and relationships among inmates.

Conclusion

Thiruvalluvar's wisdom is a reminder that our inner state molds how we address external adversity. By embodying fortitude, equanimity, and emotional intelligence, ethical leaders and civil servants do not just cope with problems; they often resolve or "trouble" the very nature of trouble itself. This timeless lesson in composure under stress is foundational for ethical governance and public service.

Q.3(b). "The greatest discovery of my generation is that a human being can alter his life by altering his attitudes." - William James **(150 Words, 10 Marks)**

Core Demand of the Question

- Power of Attitude in Shaping Personal and Social Change

Introduction

William James' statement underscores the profound **power of personal attitude** in shaping **one's life and circumstances**. In the present context, it resonates with the idea that human beings, by changing their **perspectives**, can **transform their lives**, thereby exercising their **ethical responsibility** in creating meaning and success.

Body

Power of Attitude in Shaping Personal and Social Change

- **Personal Responsibility and Self-Transformation:** The quote emphasizes that **individuals** can **transform their lives** by changing their attitudes, reflecting the power of **self-determination**.
Eg: Dr. A.P.J. Abdul Kalam, from humble beginnings, adopted a mindset of **dedication and service**, which led to his rise as a respected scientist and President of India.
- **Positive Outlook for Overcoming Adversity:** A change in **attitude** helps individuals view **challenges as opportunities** for growth, leading to resilience and perseverance.
Eg: Satyendra Dubey, an IAS officer, maintained his integrity and courage in the face of adversity, fighting against corruption despite the risks to his life.

- **Ethical Decision Making and Duty:** Kant's **duty ethics** suggest that personal growth and ethical behavior come from altering one's attitude toward **duty and responsibility**.
- **Embracing Continuous Learning and Growth:** A change in attitude towards **learning** and self-improvement drives personal and professional development.
Eg: **Satya Nadella**, CEO of Microsoft, promoted a **growth mindset** at Microsoft, fostering a culture of continuous innovation and learning.
- **Social Responsibility and Contribution:** Changing one's attitude can encourage individuals to take **responsibility for the collective good** and contribute to society's welfare.
Eg: **Dr. Verghese Kurien** dedicated his life to **empowering dairy farmers** and became the architect of India's **White Revolution**, reshaping India's dairy industry.
- **Empathy and Building Relationships:** A shift in attitude towards **empathy** and understanding fosters stronger, more positive relationships with others.
Eg: **Nelson Mandela**'s shift from resentment to reconciliation after his imprisonment helped unite South Africa and promote national healing.
- **Adaptability in Leadership and Governance:** **Leaders** can inspire change by altering their approach to leadership, emphasizing **collaboration** and inclusivity over control.
Eg: **Mahatma Gandhi** altered his leadership style from a lawyer to a political and social leader advocating **non-violent civil disobedience**, leading India to independence.
- **Inspiring Collective Transformation:** When an individual alters their attitude, it can influence the attitudes of others, leading to **collective transformation** in society.
Eg: **The #MeToo Movement** saw individual stories of courage transform global conversations about sexual harassment, leading to social change and policy reforms.

Conclusion

William James' quote highlights the power of **individual agency** in transforming life by shifting attitudes. By moving from passive acceptance to **active ethical engagement**, we foster **personal growth**, **social justice**, and **ethical leadership**. This requires **self-awareness**, **ethical responsibility**, and a commitment to the **common good**, making James' insight a timeless principle for creating a more **equitable world**.

Q.3(c). "The strength of a society is not in its laws, but in the morality of its people." - Swami Vivekananda.
(150 Words, 10 Marks)

Core Demand of the Question

- Role of Morality in Societal Strength: Swami Vivekananda's Perspective

Introduction

Swami Vivekananda's quote emphasizes that **moral values**, rather than legal structures, are the true foundation of a strong society. While laws are essential for regulating behavior, it is the **moral integrity** of individuals and communities that ultimately fosters **social cohesion**, **justice**, and **progress**. In the present context, this quote holds significant relevance in the framework of **ethical governance** and societal development.

Body

Role of Morality in Societal Strength: Swami Vivekananda's Perspective

- **Morality as the Foundation of Society's Functioning:** Vivekananda argues that **society's strength** comes from the **moral fabric** of its people, more than from laws. Ethical behavior, honesty, and social responsibility are essential for societal harmony.
Eg: **Denmark and Sweden** have low corruption rates due to high **trust** and **moral integrity**, despite having fewer laws on paper.
- **The Limitation of Laws in Ensuring Social Harmony:** Laws cannot guarantee a **just society** without a collective **moral duty**. Without internalized ethics, laws may be ineffective.
Eg: In **India**, while anti-corruption laws exist, moral failures at individual and institutional levels continue to foster widespread corruption, showing that laws alone don't solve deep-rooted ethical issues.

- **Morality as a Catalyst for Ethical Leadership:** Leaders with **strong moral values** inspire **ethical governance** and foster trust and cooperation among citizens, leading to societal change.
Eg: **Mahatma Gandhi's leadership**, based on **truth and non-violence**, helped India achieve independence and demonstrated how **moral integrity** can drive positive social transformation.
- **Morality Drives Social Justice and Equity: Explanation:** Societies that value **morality** promote **inclusion, justice, and fairness**. Moral attitudes ensure the fair treatment of marginalized communities.
Eg: The **Civil Rights Movement** in the U.S. was fueled by a **moral vision of equality**, leading to legislative changes that promoted **racial equality**.
- **Society's Strength in Collective Morality:** **Collective morality** fosters **social cohesion**, cooperation, and progress, which are crucial for prosperity.
Eg: **Norway's moral fabric**, rooted in **social welfare and equality**, contributes to its strong sense of community and societal success, even during economic challenges.
- **Ethical Responsibility Over Legal Enforcement:** Internal **ethical responsibility** can prevent harm and reduce the need for heavy-handed legal enforcement.
Eg: During the **COVID-19 pandemic**, countries like **New Zealand** saw **voluntary compliance** with health measures, minimizing the need for strict enforcement.
- **Building a Moral Society through Education:** **Moral education** shapes a society where laws are respected due to internal moral beliefs, not fear of punishment.
Eg: **Finland's education system** embeds **ethical values**, contributing to the nation's success in **healthcare, education, and governance**.

Conclusion

Swami Vivekananda's quote underscores that **society's true strength** lies in **moral integrity** rather than the **mere presence of laws**. By fostering a **moral society**, we can ensure **justice, equality, and collective prosperity** where both individuals and leaders are committed to ethical values for the **common good**.

Q.4(a). "For any kind of social re-engineering by successfully implementing welfare schemes, a civil servant must use reason and critical thinking in an ethical framework." Justify this statement with suitable examples. (150 Words, 10 Marks)

Core Demand of the Question

- Role of Reason and Critical Thinking in an Ethical Framework

Introduction

Social re-engineering through welfare schemes demands **civil servants** act as **ethical decision-makers**. **Reason** and **critical thinking** within an ethical framework ensure initiatives reach intended beneficiaries, prevent misuse, and uphold human dignity. Philosophical insights from **Aristotle** and **Rawls** emphasize prudence, duty, and fairness in public administration.

Body

Role of Reason and Critical Thinking in an Ethical Framework

- **Contextual Decision-Making:** Understanding local **socio-economic realities** ensures schemes are effective.
Eg: **MGNREGA** work allocation based on local needs prevents misuse of funds.
- **Ensuring Equity and Justice:** Policies must prioritize the **marginalized**, ensuring fairness.
Eg: **PM-KISAN** targeted financial support for small and marginal farmers.
- **Strengthens Prudence:** Practical wisdom **guides complex trade-offs** between competing objectives.
Eg: **Swachh Bharat Mission** balanced immediate sanitation infrastructure with long-term behavioral change campaigns.
- **Upholding Duty and Human Dignity:** Civil servants must act out of **ethical duty** rather than mere compliance.
Eg: **Mid-Day Meal Scheme** enhances child nutrition and school attendance, respecting children's rights.

- **Applying Foresight and Analytical Reasoning:** Anticipating **unintended consequences prevents** harm and enhances policy outcomes.
Eg: Prior assessment in **Ayushman Bharat** prevented duplication of health insurance coverage.
- **Balancing Transparency vs Discretion:** Balancing openness with **sensitive decision-making** enhances trust and reduces misuse.
Eg: Targeted **subsidy schemes** use discretion in beneficiary identification to prevent exclusion or inclusion errors.
- **Promoting Sustainability vs Immediate Gains:** Ensuring schemes deliver **long-term benefits** rather than temporary relief.
Eg: **National Rural Drinking Water Programme** focuses on sustainable water infrastructure, not just temporary supply.
- **Adopting a Participatory Approach:** Engaging **local stakeholders** fosters ownership and improves effectiveness.
Eg: **Gram Sabha** monitoring of **MGNREGA** projects ensures accountability and community participation.

Conclusion:

Reasoned judgment and ethical deliberation are indispensable for civil servants implementing welfare schemes. Guided by **Aristotle's prudence, Kantian duty, and Amartya Sen's Capability Approach**, civil servants can ensure interventions are efficient, equitable, and transformative, translating policy into **meaningful social change** while safeguarding **human dignity**.

Q.4(b). What are the major teachings of Mahavir? Explain their relevance in the contemporary world. (150 Words, 10 Marks)

Core Demand of the Question

- Major Teachings of Mahavira
- Contemporary Relevance of Mahavir's Teachings

Introduction

Lord Mahavira, the **24th Tirthankara of Jainism**, was a great spiritual teacher and reformer. He propagated an ethical philosophy rooted in ahimsa (non-violence), self-restraint, and spiritual liberation through **right faith, right knowledge, and right conduct** (the **Three Jewels of Jainism**).

Body

Major Teachings of Mahavira

- **Ahimsa (Non-violence):** Advocates compassion towards **all beings**
Eg: Avoiding animal cruelty, resonating with **Gandhiji's** principle of **non-violence** in the freedom struggle.
- **Satya (Truthfulness):** Ensures honesty in **thought, speech, and action**
Eg: Civil servants practicing **transparent communication** in policy implementation.
- **Aparigraha (Non-possession):** Encourages detachment from **material excess**
Eg: Voluntary **simplicity movements** promoting sustainable living.
- **Asteya (Non-stealing):** Respects **rightful ownership** and fairness
Eg: **Ethical business practices** ensuring consumer trust.
- **Brahmacharya (Celibacy/Moderation):** Promotes **self-discipline** and **control**
Eg: Professionals balancing **ambition with mindful living** to reduce stress.
- **Syadvada (Doctrine of Relativity):** Teaches **multiple perspectives (anekantavada)**
Eg: **Tolerance** in democratic debates, balancing free speech and public order.

Contemporary Relevance of Mahavir's Teachings

- **Ahimsa:** Fosters global peace and harmony in times of terrorism, communal violence, and even animal cruelty.
Eg: **Martin Luther King Jr.'s civil rights movement** was rooted in non-violence.

- **Satya:** Strengthens ethical governance in times of fake news, corruption, and dishonesty.
Eg: RTI Act, 2005 in India, empowering citizens with truthful information for accountability.
- **Aparigraha:** Supports sustainable development
Eg: Minimalist lifestyles addressing climate change and overconsumption.
- **Asteaya:** Builds integrity in public life. Resonates with modern issues like corruption and cyber theft.
Eg: Vigilance mechanisms like the Whistleblowers Act, 2014.
- **Brahmacharya:** Encourages discipline, helping tackle consumerism, addictions, lifestyle diseases, and nurturing mental health.
Eg: Mindfulness practices in corporate spaces reduce burnout.
- **Syadvada:** Promotes pluralism and dialogue
Eg: Conflict resolution in multi-ethnic societies like **South Africa** under Mandela's leadership.

Conclusion

Mahavira's ethics, grounded in **universal compassion, truth, and self-discipline**, offer a guiding light to navigate modern challenges from environmental crises to moral dilemmas, proving that ancient wisdom holds enduring relevance in shaping a **just, peaceful, and inclusive world**.

Q.5(a). One who is devoted to one's duty attains highest perfection in life." Analyse this statement with reference to sense of responsibility and personal fulfilment as a civil servant. (150 Words, 10 Marks)

Core Demand of the Question

- Major Teachings of Mahavira
- Contemporary Relevance of Mahavir's Teachings

Introduction

This statement, based on **Kantian duty ethics**, highlights that the highest moral value lies in fulfilling one's duty with dedication. For a civil servant, this means upholding the **Constitution**, prioritizing **public welfare**, and placing society's needs above personal interests. True personal fulfilment comes from internalizing constitutional values and embracing the responsibility entrusted to them.

Body

Sense of Responsibility as a Civil Servant

- **Duty as a Public Servant:** A civil servant's primary duty is to serve the public with **integrity, impartiality, and competence**, irrespective of personal interests or political pressures.
Eg: Kiran Bedi, as the first woman officer in the Indian Police Service, transformed **Tihar Jail** into a rehabilitative institution, focusing on prisoners' welfare while maintaining discipline.
- **Kantian Ethics of Duty:** Immanuel Kant's moral theory emphasizes performing duties not for external rewards but because it is the **right thing to do**, upholding justice, **equality**, and **fairness**.
Eg: Medha Patkar, during the **Narmada Bachao Andolan**, resisted the government's push for large dams, ensuring the constitutional rights of displaced people were respected.
- **Accountability and Integrity:** Civil servants must manage **public resources** transparently and free from corruption, ensuring that they are accountable to the citizens.
Eg: E. Sreedharan, known as the **Metro Man**, led the **Delhi Metro project** with integrity, resisting corruption despite immense pressures.
- **Public Service as Duty to Society:** A civil servant should see their role as a **service to society**, motivated by the greater good and societal welfare.
Eg: Satyendra Dubey, an IAS officer, exposed corruption in a highway project and sacrificed his life for the public interest, exemplifying selflessness in service.

Personal Fulfilment through Duty

- **Selflessness and Service:** Personal fulfilment in civil service comes from **selflessly serving the nation**, prioritizing public welfare over personal gains. This aligns with **Gandhi's Sevabhava** (spirit of service).
Eg: *Dr. Verghese Kurien*, the architect of India's **White Revolution**, found fulfilment in empowering India's dairy farmers despite opposition from monopolies.
- **Growth Through Responsibility:** The sense of duty helps a civil servant achieve **personal growth** by providing **purpose** and direction. By dedicating themselves to **ethical duties**, they attain **eudaimonia (flourishing)**, as described by **Aristotle**.
- **Moral and Professional Satisfaction:** Personal fulfilment also arises when a civil servant experiences **moral satisfaction** from **upholding high standards of governance** and ensuring **justice**.
Eg: *M.S. Swaminathan*, an agricultural scientist, found fulfilment by creating sustainable farming practices, benefiting millions of farmers.
- **Contributing to Societal Development:** Civil servants achieve fulfilment by actively contributing to **societal progress** and seeing their policies lead to long-lasting positive change.
Eg: *Aruna Roy*, through the **Mazdoor Kisan Shakti Sangathan (MKSS)**, played a crucial role in making government actions transparent through **social audits**, contributing to **good governance**.

Conclusion

The highest perfection in life, as a civil servant, comes not from personal accolades or material success but from a **devotion to duty** with **integrity, impartiality**, and a **focus on public welfare**. The true reward for a civil servant lies in the **ethical satisfaction** of contributing to the greater good while upholding constitutional values.

Q.5(b). To achieve holistic development, a civil servant acts as an enabler and active facilitator of growth rather than a regulator. What specific measures will you suggest to achieve this goal? (150 Words, 10 Marks)

Core Demand of the Question

- Specific Measures for Acting as an Enabler and Facilitator

Introduction

"A good government is the art of enabling the people, not controlling them." In today's dynamic administrative framework, civil servants are expected to evolve beyond the traditional role of **regulation** and **enforcement**. They must become active **enablers of growth**, fostering an environment that promotes **entrepreneurship, innovation**, and **inclusive development**. This shift from being mere regulators to facilitators is key to achieving **holistic development** in society.

Body

Specific Measures for Acting as an Enabler and Facilitator

- **Adopting a Citizen-Centric Approach:** Involve local communities during policy formulation and implementation, embodying Rawls' principle of fairness and promoting procedural justice.
Eg: District collectors organizing gram sabhas to co-create solutions for village development.
- **Promoting Transparency and Accountability:** Leverage ICT (e-governance platforms, RTI portals) to provide accessible information, track progress, and ensure ethical use of public resources.
Eg: Andhra Pradesh's Real-Time Governance Society (RTGS) for monitoring welfare schemes.
- **Capacity Building and Collaborative Leadership:** Collaborate with NGOs, civil society, the private sector, and citizens for multi-sectoral development (aligned with Amartya Sen's capability approach). Facilitate training and mentoring for field staff, community volunteers, and beneficiaries.
Eg: SHG empowerment in Kudumbashree Mission, Kerala.

- **Innovative and Flexible Problem-Solving:** Encourage adaptive policies tailored to local challenges rather than rigid application of rules (Aristotle's "phronesis" or practical wisdom).

Eg: District administration using drones for land surveys in inaccessible areas to speed up land rights settlements.
- **Ethical Regulation: Minimal But Effective:** Instead of policing, act as a guide—simplify procedures, remove bureaucratic red tape, and provide single-window clearances.

Eg: Ease of Doing Business reforms employing single-window approvals.
- **Empowering the Marginalized:** Ensure the benefits of development reach vulnerable groups (women, minorities, differently-abled), echoing Gandhian trusteeship and Sen's equity.

Eg: Launching skill development workshops for SC/ST youth.
- **Practicing Emotional Intelligence and Empathy:** Civil servants should resolve grievances patiently and mediate community conflicts, building trust and goodwill.

Eg: A tehsildar personally intervening in family disputes to prevent escalation.

Conclusion

By acting as an enabler, a civil servant can transform governance into a growth-oriented, citizen-centric process. Holistic development is realized when economic growth, social welfare, environmental sustainability, and technological advancement proceed together. As Simon Sinek aptly says, *"Leadership is not about being in charge. It is about taking care of those in your charge."*

Q.6(a). It is said that for an ethical work culture, there must be a code of ethics in place in every organisation. To ensure a value-based and compliance-based work culture, what suitable measures would you adopt in your workplace? (150 Words, 10 Marks)

Core Demand of the Question

- Suitable Measures for Ensuring a Value-Based and Compliance-Based Work Culture

Introduction

An ethical work culture is the backbone of any successful organization. A **code of ethics** serves as a guiding document to help employees make ethical decisions and maintain a consistent approach to **accountability, transparency, and integrity**. By adopting **value-based** and **compliance-based** measures, an organization can foster a **healthy environment** that promotes ethical conduct, enhances productivity, and upholds the organization's credibility.

Body

Suitable Measures for Ensuring a Value-Based and Compliance-Based Work Culture

- **Establishment of a Clear Code of Ethics:** A well-defined **Code of Ethics** sets expectations for conduct and decision-making, laying the foundation for a value-based work culture.

Eg: Johnson & Johnson's Credo emphasizes values like customer responsibility and community well-being, guiding ethical decision-making.
- **Regular Ethical Training and Capacity Building:** Regular **training programs** on ethical conduct and compliance ensure employees adhere to organizational values.

Eg: Infosys conducts **annual ethics workshops** on issues like conflicts of interest and corporate responsibility.
- **Transparent Decision-Making Processes:** It fosters trust and ensures actions align with ethical standards.

Eg: Wipro ensures **transparent procurement** processes by strictly adhering to fairness and anti-corruption guidelines.
- **Creating a Strong Whistleblower Mechanism:** It allows employees to report unethical conduct without fear of retaliation.
- **Setting Clear Accountability and Monitoring Systems:** **Monitoring systems**, such as audits and performance reviews, ensure compliance with ethical standards.

Eg: Cognizant conducts **ethical audits** to ensure adherence to its values across departments.

- **Encouraging Ethical Leadership:** Leaders should model **ethical behavior**, setting the tone for the organization.
Eg: Satya Nadella's leadership at Microsoft promoted **empathy** and a **growth mindset**, fostering a more inclusive culture.
- **Recognizing and Rewarding Ethical Conduct:** Rewarding employees for ethical behavior reinforces **values-driven performance**.
Eg: Tata Group recognizes employees for introducing **eco-friendly practices** and ethical solutions.
- **Strong Legal and Ethical Compliance Framework:** Civil servants must follow **legal frameworks** to ensure compliance with statutory and ethical standards.
Eg: The RTI Act ensures **transparency** and accountability in government functioning.

Conclusion

Creating a **value-based** and **compliance-driven work culture** requires a **systematic approach**, including a well-defined code of ethics, leadership commitment, and accountability mechanisms. Ethical training, whistleblower protection, monitoring, and recognition systems must work in tandem to build a transparent, accountable, and inclusive organization.

Q.6(b). India is an emerging economic power of the world as it has recently secured the status of fourth largest economy of the world as per IMF projection. However, it has been observed that in some sectors, allocated funds remain either under-utilised or misutilised. What specific measures would you recommend for ensuring accountability and proper utilisation of public funds? (150 Words, 10 Marks)

Core Demand of the Question

- Specific Measures for Ensuring Accountability and Proper Utilisation of Public Funds

Introduction

India's economic growth is a promising indicator of progress, but the **misuse and underutilisation** of public funds in several sectors undermine the potential for **inclusive development**. Public servants have a duty to ensure **accountability**, **transparency**, and **efficiency** in the use of taxpayer money. **Ethical governance** demands the application of **integrity**, **responsibility**, and **social justice** in managing public funds to meet national development goals.

Body

Specific Measures for Ensuring Accountability and Proper Utilisation of Public Funds

- **Implementing Real-Time Monitoring Systems:** Use of **digital platforms** and **real-time monitoring systems** to track fund allocation and usage.
Eg: PFMS (Public Financial Management System) tracks fund usage in schemes like **MGNREGA** and ensures timely disbursement and proper usage.
- **Conducting Regular Audits:** Regular **internal and external audits** of public expenditure to assess fund allocation and use.
Eg: The Comptroller and Auditor General (CAG) audits government spending, such as the **2G spectrum audit**, which led to reforms and exposed fund mismanagement.
- **Ensuring Transparent Public Procurement:** **E-procurement systems** to make procurement processes **transparent** and ensure that funds are used appropriately.
Eg: GeM (Government e-Marketplace) ensures **transparency** in procurement and **reduces corruption** in the purchase of goods and services.
- **Social and Performance Audits:** **Social audits** and **performance audits** to engage citizens in verifying the correct implementation of schemes.
Eg: MGNREGA uses **social audits** to monitor how funds are utilized and whether they reach the intended beneficiaries.
- **Strengthening Whistleblower Protection:** Implement **whistleblower protection mechanisms** to allow employees and citizens to report misuse or underutilisation of funds without fear of retaliation.
Eg: Tata Group has a whistleblower policy that protects employees who report unethical practices, encouraging transparency.

- **Establishing Clear Fund Allocation and Budgeting Guidelines:** Ensuring that funds are earmarked for specific projects with clear budgeting guidelines and timelines for their proper use.
Eg: PMAY (Pradhan Mantri Awas Yojana) allocates funds specifically for affordable housing, with clear targets and monitoring mechanisms in place.
- **Promoting Citizen Participation in Governance:** Encourage public involvement in decision-making and monitoring, enhancing accountability.
Eg: RTI (Right to Information) empowers citizens to inquire about government expenditures, ensuring transparency in how funds are spent.
- **Training Public Servants in Financial Integrity and Ethics:** Regular training programs for civil servants on financial management, ethics, and compliance to improve competence and reduce mismanagement of funds.
Eg: LBSNAA (Lal Bahadur Shastri National Academy of Administration) includes modules on ethics and financial responsibility in its training for IAS officers.

Conclusion

To ensure the proper utilisation of public funds, it is crucial to implement measures such as digital monitoring, regular audits, transparent procurement, and citizen involvement. These measures help prevent misuse, reduce inefficiency, and promote a culture of accountability in public administration, fostering trust in government systems.

Q.1(a). The application of Artificial Intelligence as a dependable source of input for administrative rational decision-making is a debatable issue. Critically examine the statement from the ethical point of view. (Answer in 150 words)

10M

Approach:

- Critically evaluate ethical issues in using AI for administrative decisions.
- Discuss how AI can be responsibly and ethically applied in governance.

Answer

Introduction:

AI adoption in administration enhances efficiency, accuracy, and objectivity but raises significant ethical concerns around **transparency, accountability, and potential biases**. Its impact on human rights, equity, and fairness makes the integration of **AI in public governance** a complex and critical issue requiring careful **oversight and regulation**.

Body:

AI as a Reliable Input for Administrative Decision-Making:

Positives:

- **Data-Driven Efficiency:** AI processes vast data quickly, enabling informed decisions with real-time insights.
- **Cost Reduction:** Automating routine tasks enhances productivity and lowers administrative costs.
E.g.: AI chatbots in e-governance reduced operational burdens.
- **Predictive Analytics:** AI forecasts trends, aiding proactive government responses.
E.g.: AI models predicted COVID-19 spread, optimizing medical resource allocation.
- **Consistency in Public Resource Allocation:** AI ensures uniform service delivery but risks errors in beneficiary identification.
E.g.: AI in Direct Benefit Transfer schemes improves disbursement efficiency.
- **Reduction of Human Bias in Judicial Decisions:** AI can minimize bias by enabling data-driven judgments.
E.g.: Supreme Court AI Portal SUPACE assists legal research, though concerns about lack of empathy remain.

Application of AI a Debatable Issue: Negatives

- **Risk of Algorithmic Bias:** AI can reinforce existing biases if trained on biased data, leading to unfair decisions.
- **Lack of Accountability:** AI decisions often lack clear responsibility, complicating error redress.
Ethical Dilemmas: AI struggles with moral nuances in decisions affecting human lives.
E.g.: AI in healthcare prioritizing patients raises ethical concerns.
- **Dependence on Technology:** Overreliance on AI reduces human oversight, increasing risk of errors and cyber threats.
- **Privacy and Data Protection Concerns:** AI's data needs raise issues of surveillance and misuse.
E.g.: India's National AI Strategy promotes data use but calls for stronger privacy safeguards.

Use of AI for Administrative Rational Decision Making in a Prudent Manner:

- **Integrating Informed Consent:** Ensure individuals understand how AI uses their data, promoting transparency and fairness.
E.g.: Aarogya Setu enhanced user data control after privacy concerns.
- **Regular Audits:** Conduct ethical audits of AI systems to maintain accountability and reduce bias.
E.g.: NITI Aayog's AI Strategy includes regular fairness audits.
- **Promoting Public Discourse:** Engage citizens and policymakers to foster ethical AI use.

- **Ethical Training for Developers:** Train AI developers on ethics to minimize biases and unethical outcomes.
E.g.: National AI Strategy focuses on ethical development in healthcare and education.
- **Balancing Human Oversight:** Use AI to assist, not replace, human decision-making, blending accuracy with empathy.

Conclusion:

AI in administration offers efficiency and **bias reduction** but poses ethical challenges like accountability, transparency, and privacy. Careful **oversight, ethical guidelines, and human involvement** are crucial to ensure AI benefits public welfare without **harming rights**.

Q.1(b). "Ethics encompasses several key dimensions that are crucial in guiding individuals and organisations towards morally responsible behaviour." Explain the key dimensions of ethics that influence human actions. Discuss how these dimensions shape ethical decision-making in the professional context. (Answer in 150 words) 10M

Approach:

- Explain the key dimensions of ethics that guide moral behavior in individuals and organizations.
- Discuss how these ethical dimensions influence decision-making in professional settings.

Answer

Introduction:

Ethics involves **moral principles** guiding actions to **ensure accountability, fairness, and respect**. It shapes individual and institutional behavior, promoting responsible decisions vital for **social harmony and professional integrity**.

Body:

Key Ethical Dimensions Guiding Moral Responsibility in Individuals and Organizations

- **Moral Integrity:** Ethics requires aligning actions with core moral values like honesty, fairness, and integrity, ensuring trustworthy behaviour.
- **Accountability:** Individuals and organisations must be responsible for their actions to promote transparency and build public trust.
E.g.: The Companies Act, 2013 holds corporate directors accountable for decisions impacting stakeholders.
- **Respect for Rights:** Ethical conduct demands respecting the rights and dignity of all individuals, ensuring equality and fair treatment.
E.g.: The Prevention of Atrocities Act, 1989 protects the rights of marginalized groups.
- **Transparency:** Being open and clear in decisions and actions helps prevent corruption and maintains public confidence.
E.g.: The Right to Information Act, 2005 empowers citizens to access government data, promoting accountability.
- **Professionalism:** Ethics guides professionals to uphold high standards and prioritise public welfare over personal interests.

Key Dimensions of Ethics That Influence Human Actions:

- **Moral Principles:** Core ethical principles like **honesty** and **integrity** shape individual actions and promote just behaviour.
- **Professional Codes:** Professions set ethical codes to guide conduct and decision-making within their specific fields.
E.g.: The **Indian Medical Council** requires doctors to follow a code of ethics, safeguarding patients' rights.
- **Consequentialism :** Consequences of Actions guides individuals to evaluate their actions based on the outcomes they produce, promoting ethical decision-making.
E.g.: The **National Green Tribunal** ensures that actions harming the environment are met with legal and ethical consequences.

- **Deontology:** Deontological ethics focuses on adherence to **rules and duties**, ensuring individuals follow ethical principles regardless of the outcome.
E.g.: Judges are bound by **ethical duties** to uphold justice, even when their rulings may not be popular or well-received.
- **Virtue Ethics:** This dimension focuses on developing personal virtues such as **empathy** and **honesty**, shaping **moral character** and **behaviour**.
E.g.: **Gandhian ethics** emphasises **non-violence (ahimsa)** and **truthfulness**, guiding ethical leadership in India.

Dimensions of Ethics Shaping Decision-Making in the Professional Context:

- **Ensuring Accountability:** Ethical standards hold professionals accountable for their decisions, promoting **responsibility** and **trust**.
E.g.: **Auditors in India** follow ethical guidelines to ensure transparency in financial reports, preventing fraud.
- **Balancing Stakeholder Interests:** Ethical decision-making in the professional context requires considering the interests of all stakeholders to achieve just outcomes.
E.g.: Indian companies are bound by the **CSR mandate** to invest in community welfare, balancing corporate and societal interests.
- **Encouraging Fair Practices:** Ethics ensures that professionals maintain fairness in business practices, avoiding exploitation or corruption.
- **Respecting Rights and Autonomy:** In professions, respecting individual rights and autonomy is key to maintaining ethical standards.
E.g.: **Data protection laws** in India, such as the **Personal Data Protection Act 2023**, safeguard individuals' privacy rights.
- **Upholding Social Responsibility:** Ethical decision-making extends to acting in the best interest of society and the environment.

Conclusion:

Ethics guides individual and **professional behaviour** by promoting responsibility, accountability, and fairness. Embedding ethical principles promotes transparency and **respect**, creating a more **just** and **socially conscious society**.

Q2(a). "It is not enough to talk about peace, one must believe in it; and it is not enough to believe in it, one must act upon it," In the present context, the major weapon industries of the developed nations are adversely influencing continuation of number of wars for their own self-interest, all around the world. What are the ethical considerations of the powerful nations in today's international arena to stop continuation of ongoing conflicts? (Answer in 150 words) 10M

Approach:

- Examine the ethical responsibility of powerful nations in promoting and acting for global peace.
- Discuss how arms trade and self-interest contribute to conflict perpetuation.
- Suggest ethical measures these nations should adopt to curb ongoing wars.

Answer

Introduction:

In **today's global landscape**, powerful nations face an ethical dilemma between economic gains especially from arms and **resource interests** and their **moral duty** to promote peace. Genuine ethical leadership demands not just advocating peace but actively working to end **conflicts** driven by **self-interest**.

Body:

Essence of "It is not enough to talk about peace, one must believe in it; and it is not enough to believe in it, one must act upon it.":

- **Genuine Belief in Peace:** Peace must go beyond words—true belief should reflect in action for conflict resolution.
- **Conviction Drives Action:** Without sincere conviction, peace efforts remain hollow.
E.g.: Gandhi's non-violence stemmed from deep faith in peace and justice.

- **Action Is Essential:** Words alone can't bring peace; consistent, practical efforts are key.
- **Personal Responsibility:** Individuals and nations must actively contribute to peace. E.g.: Mandela's role in ending apartheid shows how personal action fosters peace.
- **Ongoing Commitment:** Peace requires continuous, dedicated effort not a one-time goal.

Weapon Industries Fuel Wars for Self-Interest

- **Prioritising Profit Over Peace:** Major arms industries often prioritise profits from weapon sales over efforts to end conflicts.
- **Impact of Influence:** Lobbying by weapon manufacturers can influence foreign policy, leading to prolonged conflicts.
- **Support for Non-State Actors:** Arms are often sold to non-state actors, exacerbating conflicts and instability.
Eg: The flow of arms to rebel groups in **Syria** and **Yemen** contributed to the prolonged **civil war** and humanitarian crisis.
- **Dependency Creation:** Weapon sales create dependency, where nations embroiled in conflict continually require arms to sustain warfare.
Eg: Experts remark that Saudi **Arabia's** dependency on **US** arms in the ongoing **Yemen** conflict shows how arms sales perpetuate warfare.
- **Transparency and Accountability Issues:** Lack of transparency in arms trading results in weapons being used in human rights violations.

Ethical Considerations of Powerful Nations to Stop Continuation of Ongoing Conflicts:

- **Adherence to Principles of Sovereignty and Non-Intervention:** Nations must respect the sovereignty of other countries and refrain from intervening militarily for economic gain.
Eg: **India's non-intervention policy** in international conflicts reflects ethical diplomacy focused on peace.
- **Enhancement of Diplomatic Engagements:** Nations should engage in diplomacy rather than fueling conflicts through arms sales.
- **Commitment to Transparent Arms Trading:** Arms exports should be transparent and subject to stringent controls to prevent misuse.
Eg: The **Arms Trade Treaty (ATT)** mandates ethical trade practices in the global arms industry.
- **Implementation of Stringent Export Controls:** Nations should implement strict export controls to ensure that arms do not end up in conflict zones.
- **Support for International Peace Efforts:** Powerful nations should actively support and fund international peace efforts, rather than profiting from war.

Conclusion:

To address global conflicts, powerful nations must align **economic interests** with **ethical duties**. Beyond **advocating peace**, they must act through responsible arms trade, diplomacy, and adherence to international laws. Lasting peace demands **sustained, collective action**.

Q2(b). Global warming and climate change are the outcomes of human greed in the name of development, indicating the direction in which extinction of organisms including human beings is heading towards loss of life on Earth. How do you put an end to this to protect life and bring equilibrium between the society and the environment? (Answer in 150 words)

10M

Approach:

- Discuss how global warming and climate change are the outcomes of human greed in the name of development.
- Examine how global warming and climate change is indicating extinction of organisms and loss of life on Earth.
- Discuss strategies to protect life and bring equilibrium between society and the environment.

Answer

Introduction:

Human-driven development, fueled by greed, accelerates global warming and climate change through resource overuse, deforestation, and pollution. Disrupted **ecosystems** and potential species extinction demand urgent action to restore balance with nature.

Body:

Global Warming and Climate Change: Outcomes of Human Greed in the Name of Development

- **Excessive Exploitation of Natural Resources:** Human activities such as mining and fossil fuel extraction deplete natural resources, contributing to greenhouse gas emissions.
- **Fossil Fuel Dependency:** Reliance on **fossil fuels** for **energy production** accelerates global warming due to **carbon dioxide emissions**.
E.g: Coal accounts for **55%** of the country's energy needs, significantly contributing to carbon emissions.
- **Deforestation and Habitat Loss:** Large-scale deforestation for **agriculture** and **urbanisation** destroys ecosystems and increases **CO₂** levels in the atmosphere.
E.g: Since the **1960s**, approximately **20%** of **Amazonian forest** cover has been lost as a result of **deforestation** and **fires**.
- **Pollution from Industrial Activities:** Unregulated industrial growth emits pollutants, damaging **air quality** and **ecosystems**, contributing to climate change.
E.g: **Delhi's air pollution** levels regularly breach **WHO standards** due to emissions from factories and vehicles.
- **Unregulated Urbanisation:** Rapid urbanisation leads to the conversion of green areas into **concrete jungles**, increasing heat island effects and disrupting natural systems.

Indication of Extinction and Loss of Life on Earth:

- **Rapid Loss of Biodiversity:** Climate change has led to habitat destruction, threatening the extinction of thousands of species.
E.g: Currently, there are more than **163,000 species** on **The IUCN Red List**, with more than **45,300 species** threatened with extinction.
- **Ocean Acidification and Dead Zones:** Increased carbon dioxide absorption in oceans leads to acidification, affecting marine life and ecosystems.
E.g: Coral bleaching in the **Great Barrier Reef** is a direct result of ocean acidification and rising temperatures.
- **Disruption of Ecosystem Services:** The disruption of natural processes, such as **pollination**, threatens **food security** and the functioning of ecosystems.
E.g: A decline in **bee** and **butterfly populations** worldwide is threatening crop production and biodiversity.
- **Collapse of Food Systems:** Changing **weather patterns** and **extreme climate events** are affecting agriculture, leading to **food scarcity**.
- **Water Scarcity and Desertification:** Climate change exacerbates water scarcity, leading to desertification and displacement of communities.

Strategies to Protect Life and Bring Equilibrium Between Society and Environment:

- **Enhancing Regulatory Frameworks for Environmental Protection:** Strengthening environmental laws and monitoring mechanisms to control pollution and resource exploitation.
- **Promoting Afforestation and Reforestation Initiatives:** Expanding forest cover to restore biodiversity and absorb CO₂ emissions.
E.g: India's **Green India Mission** targets the increase of **forest and tree cover** to restore degraded ecosystems.
- **Integrating Sustainability in Educational Curricula:** Promoting environmental education to foster awareness and responsible behaviour towards nature.
E.g: The **National Education Policy 2020** includes climate education to promote sustainable development.
- **Encouraging Eco-Friendly Technologies:** Supporting the development of renewable energy technologies to reduce fossil fuel dependency.

- **3Rs Policy:** The principle of **Reducing** waste, **Reusing** resources and **Recycling** resources and products.

Conclusion:

Global warming and climate change reflect the **unsustainable course of development**. Combating them requires strict regulations, innovation, and global cooperation to restore environmental balance and secure a sustainable future.

Q3(a). "Learn everything that is good from others, but bring it in, and in your own way absorb it, do not become others." Swami Vivekananda (Answer in 150 words) 10M

Approach:

- Discuss the significance of adapting and applying lessons in a way that suits your own personality and beliefs, instead of copying others.
- Examine the relevance of the quote in the present context.

Answer

Introduction:

Swami Vivekananda's quote emphasizes **learning from others** while preserving one's **individuality**. It promotes **ethical living** by encouraging the **adaptation** of diverse values in a way that aligns with one's own **beliefs and identity**.

Body:

Significance of Adapting and Applying Lessons to Suit Your Own Personality and Beliefs:

- **Retaining Individuality:** Adapting lessons fosters growth without compromising personal values or identity.
E.g. Make in India adopts global methods while promoting local industries.
- **Promoting Creativity and Innovation:** Tailored adaptation leads to context-specific, innovative solutions.
E.g. Digital India uses global tech but customises services like Aadhaar for Indian needs.
- **Cultural Relevance:** Adapting ensures ideas fit cultural contexts, boosting acceptance and impact.
E.g. NEP 2020 merges global practices with Indian languages and values.
- **Building Confidence:** Personalising learning builds self-reliance and trust in one's judgement.
E.g. Start-up India blends global trends with innovation for local challenges.
- **Avoiding Dependence:** Internalising lessons helps create sustainable, self-reliant systems.
E.g. Atmanirbhar Bharat adapts global models to achieve national self-sufficiency.

Relevance of the Quote in the Present Context:

- **Selective Integration of Global Practices:** Tailoring global innovations to local needs supports sustainable growth without losing cultural identity.
- **Adaptive Educational Models:** Global teaching methods must be customised to align with local realities for lasting impact.
- **Incorporation of Global Legal Frameworks:** International laws should be adapted to fit national legal and cultural systems.
E.g. India's Data Protection Bill is inspired by GDPR but modified for national security.
- **Environmental Strategy Customization:** Aligning global climate goals with domestic priorities ensures relevance and effectiveness.
E.g. NAPCC reflects UNFCCC goals but addresses India's unique climate challenges.
- **Promotion of Local Arts on Global Platforms:** Presenting traditions with authenticity on global stages helps preserve and promote cultural heritage.
E.g. India Handloom Brand showcases local crafts globally while retaining cultural essence.

Conclusion:

Swami Vivekananda's philosophy urges learning from others while **preserving individuality**. In a globalised world, this approach enables **sustainable**, ethical, and **context-specific** growth for both individuals and nations.

Q3(b). "Faith is of no avail in the absence of strength. Faith and strength, both are essential to accomplish any great work." Sardar Patel. (Answer in 150 words) 10M

Approach:

- Explain the essence of the quote "Faith is of no avail in the absence of strength. Faith and strength, both are essential to accomplish any great work."
- Examine the relevance of the quote in the present context.

Answer

Introduction:

Vallabhbhai Patel emphasized **faith** and **strength** as vital for achieving **greatness**. **Faith** fuels **purpose**, **motivation**, and **perseverance** in the face of adversity. **Strength** mental, physical, and emotional enables one to act on that belief, endure **hardships**, and make **sacrifices** for a higher goal.

Body:

Essence of the Quote:

- **Philosophical Perspective:** Faith reflects belief in higher truths, while strength is the power to actualize that vision through action and perseverance.
Psychological Insight: Faith provides purpose and direction; strength enables resilience and the will to face setbacks.
E.g. Mahatma Jyotiba Phule and Savitribai Phule's belief in education helped them overcome challenges and uplift the marginalised.
- **Ethical Consideration:** Faith guides adherence to moral values; strength upholds integrity even under pressure.
E.g. Eleanor Roosevelt's ethical conviction and strength to act made her a transformative figure.
- **Leadership Implication:** Faith unites people around a vision; strength drives decisive action and inspires through example.
E.g. Satya Nadella's faith in cloud computing and strength in driving change shaped Microsoft's success.
- **Personal Development:** Faith encourages growth; strength builds resilience and confidence to achieve goals.

Relevance of the Quote in the Present Context:

- **Economic Self-sufficiency Initiatives:** Faith in India's economic potential, paired with strong industrial policies, drives self-reliance.
E.g. Atma Nirbhar Bharat reflects belief in Indian innovation and strength in manufacturing.
- **National Integration and Social Harmony:** Unity needs faith in collective identity and strength to bridge social divides.
E.g. Post-independence efforts combined belief in a united India with firm legal and social action.
- **Sustainable Environmental Practices:** Environmental faith must be matched with strong policy to tackle climate issues.
E.g. The International Solar Alliance reflects trust in renewables and the strength of India's solar push.
- **Public Health Infrastructure:** Faith in universal healthcare demands strong health systems for delivery.
E.g. Ayushman Bharat is grounded in health equity and supported by robust infrastructure.
- **Educational Reforms for Global Competitiveness:** Belief in education as a growth driver must be coupled with reform strength.

E.g. The New Education Policy builds on faith in learning and the strength of transformative change.

Conclusion:

Sardar Patel's philosophy emphasizes a **balanced approach**, where **faith** provides vision and motivation, and **strength** ensures action and resilience. In today's dynamic world, this principle is vital for **sustainable development**, **national unity**, and **individual growth**,

Q3(c). "In law, a man is guilty when he violates the rights of others. In ethics, he is guilty if he only thinks of doing so." - Immanuel Kant. (Answer in 150 words) 10M

Approach:

- Explain the quote "In Law, a Man is Guilty When he Violates the Rights of Others".
- Explain the quote "In Ethics, he is Guilty if he Only Thinks of Doing So"

Answer

Introduction:

Immanuel Kant's quote highlights the distinction between **legal guilt** arising from wrongful actions and **ethical guilt** stemming from **harmful intentions**. While the **law judges actions**, **ethics evaluates intentions**, emphasizing that **true moral character** is shaped not just by what we do, but by what we intend.

Body:

"In Law, a Man is Guilty When he Violates the Rights of Others":

- **Codification of Legal Responsibilities:** Legal guilt arises from actions causing harm or violating rights, as codified in laws like India's Criminal Procedure Code (CrPC). **E.g.:** CrPC punishes crimes such as theft and assault that infringe on property or physical rights.
- **Constitutional Protections:** Fundamental rights under Articles 14 to 32 ensure accountability when violated.

E.g.: Article 21 protects the right to life, making unlawful deprivation punishable.

- **Supreme Court Interpretations:** Courts define legal guilt by examining intent and actions through case law.

E.g.: In Shreya Singhal v. Union of India, the Supreme Court struck down Section 66A of the IT Act for violating freedom of speech.

- **Judicial Efficiency Mechanisms:** Fast Track Courts and Lok Adalats expedite resolution of cases involving rights violations.

- **International Legal Norms:** Nations follow international laws like the UN Universal Declaration of Human Rights that set standards for legal accountability and rights protection.

- **Dharma and Ethical Intentions:** Dharma stresses righteousness in thoughts and actions; ethical guilt can arise from wrongful thoughts alone.

E.g.: Mahabharata shows that thinking injustice is ethically wrong even without action.

- **Ethical Responsibility for Thoughts:** Morality values intentions; merely contemplating rights violations causes moral guilt.

E.g.: Kantian ethics judges actions by intent, not just results.

- **Thoughts Reflect Character:** Ethical judgment includes inner character, holding people accountable for biases or desires.

E.g.: Judges must avoid bias, even if unacted upon, to uphold ethics.

- **Professional Ethical Standards:** Professions monitor intent behind decisions to ensure ethical conduct.

E.g.: Hippocratic Oath forbids doctors from even considering harm.

- **Guilt from Ethical Awareness:** Ethical consciousness causes guilt for immoral thoughts.

- **"In Ethics, he is Guilty if he Only Thinks of Doing So":**

E.g.: Gandhi's ahimsa applies to thoughts as well as actions.

Conclusion:

The **distinction between legal and ethical** guilt shows that while laws punish wrongful actions, ethics holds individuals accountable for wrongful intentions. This **dual approach** regulates behavior through both legal rules and an **inner moral compass, promoting responsible** citizenship and integrity.

Q.4(a). "The concept of Just and Unjust is contextual. What was just a year back, may turn out to be unjust in today's context. Changing context should be constantly under scrutiny to prevent miscarriage of justice." Examine the above statement with suitable examples. (Answer in 150 words)

10M

Approach:

- Discuss how the concept of Just and Unjust is contextual.
- Explain the essence of the statement "What was just a year back, may turn out to be unjust in today's context. Changing context should be constantly under scrutiny to prevent miscarriage of justice."
- Suggest ways in which changing context should be constantly under scrutiny to prevent miscarriage of justice.

Answer

Introduction:

Justice is not static; it evolves with societal values and norms. As **John Rawls** stated, "Justice is the first virtue of social institutions, as truth is of systems of thought." What was considered just in the past may seem unjust today due to shifting societal contexts.

Body:

Concept of Just and Unjust as Contextual:

- **Historical Legislation and Social Evolution:** Justice evolves with societal norms, redefining outdated practices through legal reforms.
E.g.: Bengal Sati Regulation, 1829, outlawed Sati, reflecting moral evolution.
- **Technological Advances and Legal Responses:** Laws adapt to new realities like digital crimes, guided by legal positivism.
E.g.: IT Act, 2000 (amended 2008) addresses data privacy and cybercrime using utilitarian ethics.
- **Economic Changes and Justice:** Economic justice ensures fair resource distribution amid market shifts and globalization.
E.g.: Post-liberalization labour law reforms in India reflect Rawlsian fairness principles.
- **Shifts in Collective Morality:** Changing societal values prompt legal reforms, influenced by moral realism and cognitive dissonance.
- **Public Health and Ethics:** Biomedical ethics and the harm principle balance individual rights and public welfare in crises.

Essence of "What was just a year back, may turn out to be unjust in today's context. Changing context should be constantly under scrutiny to prevent miscarriage of justice.":

- **Evolving Societal Norms:** Laws and social values change over time; actions once accepted may now be unjust. Justice must adapt accordingly.
E.g.: The 2018 Supreme Court ruling decriminalized homosexuality in India, overturning colonial-era laws.
- **Legal Precedents and International Influence:** Global legal standards shape national justice, prompting review of old judgments for alignment.
E.g.: India's move toward stronger privacy laws influenced by the European GDPR framework.
- **Moral and Ethical Progress:** As collective morality evolves, previously justified actions may be seen as unjust, requiring reassessment.
E.g.: Global decline in acceptance of capital punishment reflects changing human rights ethics.
- **Cultural Sensitivities:** Changing cultural values redefine justice, respecting diversity and fairness.

E.g.: Child marriage, once socially accepted, is now illegal in India due to evolving cultural norms.

Ways in Which Changing Context Should Be Constantly Under Scrutiny to Prevent Miscarriage of Justice

- **Regular Legal Reforms:** Ongoing reforms in jurisprudence keep laws relevant and just amid societal changes.
E.g.: The Indian Penal Code is regularly updated to address new crimes like cyberbullying.
- **Judicial Reviews:** Judicial review scrutinizes laws for constitutionality, preventing injustices from outdated laws.
- **Ethical Committees and Audits:** Ethics committees in bioethics and technology oversee justice in emerging fields like AI.
E.g.: AI ethics committees ensure algorithmic fairness and evaluate new technologies.
- **International Benchmarking:** National laws align with global standards to maintain justice internationally.
E.g.: India's human rights reviews by international bodies promote compliance with global justice norms.
- **Transparency and Accountability in Governance:** Transparency and accountability prevent corruption and injustice in public administration.
E.g.: The Right to Information Act, 2005, promotes transparency and fair governance.

Conclusion:

Justice must evolve with societal, technological, and moral changes to ensure fairness. **As Dr. B.R. Ambedkar said**, "Justice... is the firm and continuous disposition to render to every man his due," highlighting the need for adaptable legal frameworks.

Q.4(b). Mindless addiction to Form, ignoring the Substance of the matter, results in rendering injustice. A perceptive civil servant is one who ignores such literalness and carries out true intent". Examine the above statement with suitable illustrations. (Answer in 150 words)

10M

Approach:

- Discuss how mindless addiction to Form, ignoring the Substance of the matter, results in rendering injustice.
- Discuss that a perceptive civil servant is one who ignores such literalness and carries out true intent.

Answer

Introduction:

The statement highlights the importance of prioritizing the substance and intent of rules, policies, and procedures over **rigid adherence** to their form or **technicalities**. A perceptive and responsible civil servant must grasp the true essence to **ensure justice** and act in the public interest.

Body:

Mindless Addiction to Form, Ignoring the Substance of the Matter, Results in Rendering of Injustice:

- **Legal Formalism vs. Substantive Justice:** Prioritizing procedure over fairness can undermine justice.
E.g.: Delays in MGNREGA wage payments due to bureaucratic hurdles deny benefits to the needy.
- **Erosion of Public Trust in Governance:** Duty-based governance without outcome focus can weaken institutional trust.
E.g.: Anuradha Bhasin vs Union of India (2020) stressed balancing security and freedom, critiquing rigid rule enforcement.
- **Perpetuation of Social Injustice:** Bureaucratic proceduralism may reinforce inequality instead of resolving it.
E.g.: The Manual Scavenging Act, 2013 emphasized punishment over addressing root causes, failing to end the practice.
- **Barriers in Educational Assistance:** Rigid procedures in aid disbursement can delay help, leading to unjust outcomes.

- **Ineffective Environmental Regulations:** Procedural rigidity and regulatory capture can weaken environmental protection.
E.g.: Delayed enforcement of norms often favors polluters, undermining ecological justice.

A Perceptive Civil Servant is One Who Ignores Such Literalness and Carries Out True Intent:

- **Ethical Leadership Over Legalism:** Civil servants guided by virtue ethics prioritize moral character and the spirit of the law over rigid procedures.
- **Creative Bureaucracy for Greater Public Good:** Innovative governance within bureaucratic structures promotes adaptive, people-centric solutions.
E.g.: The Kerala Fibre Optic Network Project overcame red tape to deliver efficient public service.
- **Policy Adaptation to Local Needs:** Tailoring policies to local contexts ensures relevance and fairness.
E.g.: PDS schemes in tribal areas were modified to address local nutritional requirements.
- **Flexibility in Crisis Management:** Effective crisis leadership requires adaptive decisions, prioritizing outcomes over formal rules.
- **Engagement with Stakeholders for Policy Effectiveness:** Deliberative governance ensures policies are shaped by community needs.
E.g.: Panchayati Raj institutions embody participatory decision-making for fairer policy outcomes.

Conclusion:

Governance must prioritise substantive justice over rigid formalism, ensuring fairness and inclusiveness. As the **Bhagavad Gita** says, "**Yogaḥ karmasu kauśalam**" excellence lies in wise, discerning action that serves people's true needs beyond mere legal compliance.

- Q5(a). The 'Code of Conduct' and 'Code of Ethics' are the sources of guidance in public administration. There is a code of conduct already in operation, whereas a code of ethics is not yet put in place. Suggest a suitable model for code of ethics to maintain integrity, probity and transparency in governance. (Answer in 150 words) 10M**

Approach:

- Discuss how 'Code of Conduct' and 'Code of Ethics' are the sources of guidance in public administration.
- Suggest a suitable model for code of ethics to maintain integrity, probity and transparency in governance

Answer

Introduction:

In public administration, ensuring **ethical governance** requires both adherence to **rules** and a commitment to **moral principles**. While a **Code of Conduct** sets legal and procedural limits for public officials, a **Code of Ethics** provides broader guidance for **ethical decision-making**.

Ways in which 'Code of Conduct' and 'Code of Ethics' are the sources of guidance in Public Administration:

Body:

Code of Conduct:

- **Guidance on Official Behaviour:** The Code of Conduct reflects deontological ethics, promoting duty-bound behaviour and preventing misconduct.
E.g.: The Prevention of Corruption Act, 1988 prohibits accepting gifts, reinforcing ethical decision-making.
- **Conflict of Interest Management:** Ensures procedural fairness by separating personal interests from public duties.
E.g.: Officials in PSU disinvestment must disclose interests to ensure impartiality.
- **Transparency Requirements:** Surveillance-based mechanisms promote accountability and ethical conduct.
- **Accountability to the Public:** Reinforces public accountability, making officials answerable to citizens.

E.g.: The RTI Act, 2005 enables citizens to scrutinise government actions, fostering transparency.

Code of Ethics:

- **Promoting Public Service Over Personal Gain:** Based on utilitarian ethics, public servants must prioritise collective welfare over personal benefit.
- **Upholding Integrity in Decision Making:** Virtue ethics in the Code stress integrity and ethical conduct, even under pressure.
- **Ensuring Fairness in Service Delivery:** Rawlsian justice underpins equal access to government services and fair resource distribution.
- **Encouraging Professionalism:** Role theory guides officials to maintain professional boundaries and avoid self-promotion.
- **Inspiring Ethical Leadership:** Influenced by transformational leadership, the Code promotes inclusive, community-focused governance.

Suitable Model for Code of Ethics to Maintain Integrity, Probity, and Transparency in Governance:

- **Integration of Universal Ethical Principles:** The Code should reflect Kohlberg's higher moral stages like justice and fairness, aligning local and global ethics.
- **Engagement of Diverse Stakeholders:** Stakeholder theory ensures governance reflects diverse societal values.

E.g.: The Lokpal and Lokayuktas Act, 2013, was shaped through public consultations, ensuring inclusivity.

- **Protection for Whistleblowers:** Rooted in moral courage theory, the Code must shield whistleblowers to uphold integrity.

E.g.: The Whistle Blowers Protection Act, 2011, offers safeguards that should be embedded in ethical frameworks.

- **Ethical Guidance for Complex Situations:** Moral relativism allows context-sensitive decision-making during ethical dilemmas.

- **Mandatory Ethics Education:** Based on cognitive-behavioural ethics, regular training helps internalise and apply ethical principles.

- **Inclusion of Ethical Performance in Appraisals:** Agency theory supports linking ethics to performance metrics.

E.g.: Article 309 enables inclusion of ethical standards in civil servant evaluations.

Conclusion:

A strong **Code of Ethics and Conduct** ensures transparent, accountable governance. As **Kautilya** said, "In the happiness of the people lies the happiness of the king," affirming that ethical governance secures public welfare.

Q5(b). The soul of the new law, Bharatiya Nyaya Sanhita (BNS) is Justice, Equality and Impartiality based on Indian culture and ethos. Discuss this in the light of a major shift from a doctrine of punishment to justice in the present judicial system. (Answer in 150 words)

10M

Approach:

- Discuss how soul of the new law, Bharatiya Nyaya Sanhita (BNS) is Justice, Equality and Impartiality based on Indian culture and ethos
- Discuss a major shift from a doctrine of punishment to justice in the present judicial system

Answer:

Introduction:

The **Bharatiya Nyaya Sanhita (BNS)** transforms India's penal system by blending modern law with ancient principles. As Gandhi said, "**Justice that love gives is surrender; justice that law gives is punishment,**" the BNS aims to balance justice, equality, and impartiality rooted in India's ethics.

Body:

Soul of the new law, Bharatiya Nyaya Sanhita (BNS), embodies Justice, Equality, and Impartiality based on Indian culture and ethos

Justice:

- **Incorporation of Restorative Justice:** BNS emphasises reconciliation and healing over punishment, reflecting traditional panchayat principles.

E.g.: Section 4(f) of BNS includes community service as punishment, promoting restorative justice.

- **Guarantee of Fair Trial Rights:** Upholding Article 21, BNS ensures the right to a fair trial, supporting *Maneka Gandhi v. Union of India's* expanded personal liberty definition.

Equality:

- **Accessibility in Legal Process:** BNS promotes inclusive, accessible justice, aligning with Dr. B.R. Ambedkar's vision for marginalised groups.
- **Enhancements for Gender Justice:** Inspired by Vishakha Guidelines, BNS strengthens protections against gender-based violence and promotes equality.

E.g.: Section 75 of BNS enforces strong safeguards against sexual harassment.

Impartiality:

- **Ensuring Bias-Free Judicial Processes:** BNS, inspired by the Bhagavad Gita, promotes impartiality and fairness in all cases.

E.g.: Section 17 states acts done under legal justification or honest mistake of fact are not offences.

- **Impartiality and Transparency:** Reflecting the Right to Information Act, BNS ensures open access to legal procedures, building public trust.

E.g.: Public access to court documents enhances transparency and accountability.

Major Shift from Doctrine of Punishment to Justice in the Present Judicial System

- **Transition to Rehabilitative Justice:** BNS shifts from punitive to reformatory justice, focusing on rehabilitation and societal reintegration.

E.g.: Encourages correctional programs over long-term imprisonment for minor crimes.

- **Advocacy for Alternative Dispute Resolution (ADR):** BNS promotes ADR rooted in Indian tradition to reduce court burdens.

E.g.: Mediation centres resolve civil and family disputes outside courts.

- **Emphasis on Victim's Rights and Restorative Measures:** Prioritises victim compensation and healing alongside justice.

E.g.: Victims receive compensation to enhance their role in the justice process.

- **Preventative Justice Strategies:** Focuses on addressing root causes of crime and community well-being.

- **Integration of Technological Advances:** Utilises Digital India initiatives to improve judicial efficiency and transparency.

E.g.: E-courts and online filings increase accessibility and openness.

Conclusion:

The **Bharatiya Nyaya Sanhita** modernises India's criminal justice by replacing colonial laws with a framework reflecting **contemporary society** and **heritage**, promoting justice that is equitable, impartial, and aligned with India's socio-cultural diversity.

- Q6(a). In Indian culture and value system, an equal opportunity has been provided irrespective of gender identity. The number of women in public service has been steadily increasing over the years. Examine the gender-specific challenges faced by female public servants and suggest suitable measures to increase their efficiency in discharging their duties and maintaining high standards of probity. (Answer in 150 words)** **10M**

Approach:

- Highlight how in Indian culture and value system, an equal opportunity has been provided irrespective of gender identity.
- Examine the gender-specific challenges faced by female public servants.
- Suggest suitable measures to increase their efficiency in discharging their duties and maintaining high standards of probity.

Answer:

Introduction:

Female public servants face **unique gender-specific** challenges such as societal biases, organisational barriers, work-life balance, and discrimination that affect their efficiency and integrity. Addressing these is crucial to enhance their effectiveness and **uphold probity** in public service.

Body:

Indian Culture and Value System: An Equal Opportunity Has Been Provided Irrespective of Gender Identity

- **Historical Roots in Scripture:** Advaita Vedanta teaches the oneness of all beings beyond gender; Rigveda advocates gender equality as part of dharma.
E.g.: Ardhanarishvara symbolizes the unity of masculine and feminine energies, transcending gender binaries.
- **Constitutional Framework for Equality:** The Indian Constitution prohibits gender discrimination, ensuring fairness and equal protection.
E.g.: Article 14 guarantees equality before law; Article 15 forbids sex-based discrimination.
- **Legal Reforms Supporting Gender Parity:** The Hindu Succession (Amendment) Act, 2005, promotes women's economic independence aligned with Amartya Sen's capabilities approach.
- **Government Initiatives in Education:** Programs like Beti Bachao, Beti Padhao empower girls through education, reflecting Nussbaum's human development theory.
- **Cultural Celebrations Revering Female Deities:** Celebrations of male and female deities highlight the importance of both principles, promoting gender balance in spirituality.

Challenges Faced by Female Public Servants

- **Work-Life Balance:** Female public servants face stress from balancing domestic and professional roles, affecting performance.
- **Workplace Harassment:** Despite laws, harassment remains a major issue impacting women's mental health.
- **Gender Bias:** Stereotypes create barriers to leadership roles, limiting career growth.
E.g.: Women are underrepresented in senior IAS positions.
- **Mentorship & Networking:** Limited access to mentors and networks restricts advancement.
E.g.: Kiran Bedi noted mentorship challenges early in her career.

Measures to Increase Efficiency and Probit

- **Strict Enforcement of Harassment Laws:** Deterrence theory supports that strong legal action reduces misconduct.
E.g.: Strengthening Vishaka Guidelines and the Sexual Harassment Act, 2013, ensures safe workplaces for women.
- **Gender Sensitization Programs:** Bandura's Social Learning Theory highlights the importance of modeling ethical behavior to correct biases.
E.g.: HeForShe campaigns raise awareness and promote inclusivity.
- **Promotion of Women Leadership:** The Glass Ceiling Theory explains invisible barriers to women's advancement; quotas help break them.
E.g.: Panchayati Raj Institutions' reservation policies empower women leaders.
- **Equal Pay Audits:** Regular audits ensure justice through pay equity.
E.g.: Equal Remuneration Act, 1976-based audits promote gender equity in pay.
- **Improvement of Workplace Facilities:** Maslow's hierarchy stresses meeting basic needs for growth; maternity leave and childcare support retention.
E.g.: Maternity Benefit Amendment Act, 2017 provides critical support for women in public service.

Conclusion:

Achieving gender equality in public service is vital for strong governance. As **Gandhi** said, "**To call women the weaker sex is a libel; it is man's injustice to woman.**" Addressing gender challenges and fostering inclusivity enhances women's role, ensuring efficiency, integrity, and probity.

- Q6(b). Mission Karmayogi is aiming for maintaining a very high standard of conduct and behaviour to ensure efficiency for serving citizens and in turn developing oneself. How will this scheme empower the civil servants in enhancing productive efficiency and delivering the services at the grassroots level? (Answer in 150 words)**

10M

Approach:

- Discuss how Mission Karmayogi ensures high standard of conduct and behaviour to ensure efficiency for serving citizens and in turn developing oneself
- Discuss how this scheme will empower civil servants in enhancing productive efficiency and delivering the services at the grassroots level

Answer:

Introduction:

Mission Karmayogi aims to uphold high conduct standards among civil servants, ensuring efficient, integrity-driven, and professional public service. The **Prime Minister** highlights its goal to build a "**future-ready civil service**" focused on serving citizens effectively.

Body:

Mission Karmayogi: Maintaining High Standards of Conduct and Behavior

- **Ethical Grounding:** Mission Karmayogi is rooted in deontological ethics, promoting integrity, accountability, and transparency through rule-based conduct.
E.g.: Nolan Principles integrated into LBSNAA training emphasize ethical governance.
- **Behavioural Training:** Leveraging social learning theory, it fosters a "service-before-self" ethos by reinforcing ethical behaviour.
- **Continuous Learning:** The iGOT Karmayogi platform supports lifelong, experiential learning to help civil servants adapt proactively.
- **Universal Code of Ethics:** Emphasizing moral absolutism and principled leadership, regular workshops reinforce ethical standards and moral psychology in governance.
- **Feedback Mechanisms:** Employing 360-degree and real-time feedback, grounded in organizational behaviour and public accountability theories, it drives continuous improvement.

Empowering Civil Servants for Enhanced Productivity and Grassroots Service Delivery

- **Capacity Building:** Develops civil servants' skills in administration, project management, and local governance using competency frameworks for effective grassroots service and crisis management.
- **Decentralised Decision-Making:** Empowers officers to make local decisions through decentralised governance, enhancing service delivery.
E.g.: The Punchhi Commission advocated decentralisation; Mission Karmayogi enables faster field-level decisions.
- **Technology Integration:** Uses AI and big data to automate and streamline public services, improving efficiency at the grassroots.
E.g.: Tamil Nadu's e-District program under NeGP reduces citizen-government interactions using AI.
- **Inclusivity in Services:** Ensures fair and inclusive services for marginalised groups, addressing social disparities.
E.g.: MGNREGA's inclusive implementation effectively reaches vulnerable populations.
- **Local Language Training:** Improves civil servants' communication and service delivery by enhancing proficiency in local languages.

Conclusion:

Mission Karmayogi fosters efficiency, integrity, and accountability in civil servants, emphasizing ethical character and professional competence to **serve the nation effectively**.

Q1a. What do you understand by 'moral integrity' and 'professional efficiency' in the context of corporate governance in India? Illustrate with suitable examples.

Answer:

Approach the question

- **Introduction:** Brief about corporate governance along with moral integrity & professional efficiency.
- **Body:**
 - Explain Moral Integrity in the context of corporate governance in India with suitable examples
 - Mention Professional Efficiency in the context of corporate governance in India with suitable examples
- **Conclusion:** Give appropriate conclusion in this regard

Introduction

In context of Corporate governance, '**moral integrity**' represents an unwavering commitment to ethical conduct, honesty, and the preservation of moral values throughout an organization; and, '**professional efficiency**' pertains to the competence and effectiveness of an organization's leadership in carrying out its responsibilities, making informed and efficient decisions to achieve organizational goals.

Body

Moral Integrity in the Context of Corporate Governance in India:

- **Whistleblower Protection:** In the Indian context of corporate governance, moral integrity includes protecting whistleblowers, fostering an environment where employees feel safe to expose wrongdoing.
For example: **The Companies Act, 2013**, provides legal protection to whistleblowers.
- **Shareholder Rights Protection:** Moral integrity extends to protecting shareholder rights, ensuring fair treatment, equal access to information, and safeguarding against conflicts of interest.
For example: **The "Say on Pay"** provision in India gives shareholders the right to approve executive compensation packages, promoting transparency and accountability.
- **Independent Board Oversight:** Corporate governance in India involves the inclusion of independent directors on corporate boards who can impartially assess company actions and provide ethical guidance, thereby reinforcing moral integrity.

For example: **SEBI requires** that a certain **percentage of board members** be independent directors to ensure checks and balances in decision-making.

- **Sustainable Practices:** Moral integrity in corporate governance helps to adopt sustainable and socially responsible business practices that benefit not only the company but also the broader community and environment.

For example: **The Tata Group's** commitment to sustainability and corporate social responsibility.

- **Code of Ethics Implementation:** Within the framework of Indian corporate governance, moral integrity is exemplified by the establishment of a code of ethics that guides individuals' conduct within a company, emphasizing qualities like honesty, transparency, and ethical behavior.

For example: **SEBI mandates listed Indian companies** to develop a code of conduct for board members and senior management, **ensuring ethical decision-making**.

Professional Efficiency in the Context of Corporate Governance in India:

- **Effective Decision-Making:** In the realm of corporate governance in India, professional efficiency hinges on leaders making well-informed and timely decisions that benefit the organization.
- **Resource Allocation:** Professional efficiency leads to efficient allocation of resources, including capital, labor, and assets.

- **For example:** **Infosys** exemplify this by strategically investing in research and development to enhance their technological capabilities within the framework of corporate governance.
 - **Risk Management:** Professional efficiency also extends to an organization's ability to identify, assess, and mitigate risks effectively.
- For example:** **HDFC Bank**, maintains stability in India's volatile financial sector through robust risk management practices.
- **Transparent Reporting:** Timely and accurate financial reporting is essential in corporate governance.
- For example:** **Reliance Industries'** transparent accounting practices serve as a model of professional efficiency in this context.
- **Ethical Conduct:** Upholding ethical standards is paramount for organizations in India's corporate governance landscape.
- For example:** **The Aditya Birla Group's** strong ethical framework guides its operations, reinforcing its professional efficiency in corporate governance.

Conclusion

In conclusion, 'moral integrity' and 'professional efficiency' in the context of corporate governance in India represent an unwavering commitment to ethical conduct and the competence of leadership in making informed decisions. It is imperative for companies to incorporate these values into their practices as an integral part of sustainable development, ensuring not only their own success but also contributing to the betterment of society and the environment.

ExtraEdge:

Interrelation between Moral Integrity and Professional Efficiency:

- **Synergic Relationship:** Moral integrity and professional efficiency work in tandem to create a corporate environment that supports sustainable growth. **Mahindra & Mahindra demonstrate this interrelation by integrating sustainable practices into their business model.**
- **Ethical Leadership:** Ethical leadership serves as a guiding force that enables a company to achieve professional efficiency while upholding moral integrity. **Infosys, under the leadership of N. R. Narayana Murthy, is a notable example.**
- **Trust and Reputation:** Moral integrity and professional efficiency mutually reinforce trust and reputation. **For instance, the Tata Group's enduring ethical commitment and community development efforts have built a trustworthy reputation, fostering efficient operations and enduring success.**
- **Conflict Resolution and Decision-Making:** The nexus of moral integrity and professional efficiency is pivotal in conflict resolution and decision-making, aligning business efficiency with values of integrity and fairness. **Johnson & Johnson's swift and costly recall of Tylenol during the 1980s poisoning crisis illustrates this.**

Q1b. International aid' is an accepted form of helping resource-challenged nations. Comment on 'ethics in contemporary international aid'. Support your answer with suitable examples.

Answer:

Approach

- **Introduction:** Brief about International aid with some fact..
- **Body:**
 - Mention about Ethical Foundations of International Aid
 - Discuss about Ethical Issues and Criticisms
- **Conclusion:** Give appropriate conclusion in this regard

Introduction

International aid, also known as foreign aid, overseas aid, or development assistance, refers to the voluntary transfer of resources from one country (donor) to another (recipient). As can be exemplified by India's contribution of INR nearly 96 crore to Nepal for post-earthquake assistance in 2015. However, the ethics surrounding international aid have become increasingly

important in contemporary scenario, as ensuring aid is delivered and utilized ethically is essential to its effectiveness and the well-being of recipient nations.

Body

Ethical Foundations of International Aid:

- **Humanitarian Assistance:**

- **Altruism:** Altruism, a fundamental ethical foundation of international aid, emphasizes selfless concern for the welfare of others.

For example: The global response to the **2004 Indian Ocean earthquake and tsunami**.

- **Global Solidarity:** The principle of global solidarity underscores the shared responsibility of the international community in assisting nations facing challenges.

For example: An excellent illustration is the establishment of **COVAX for equitable access to COVID-19 vaccines**.

- **Developmental Assistance:**

- **Capacity Building:** Capacity building, a critical ethical foundation, emphasizes empowering nations to become self-sufficient and resilient.

For example: **The Marshall Plan post World War II for recovery**.

- **Education and Health:** The ethical imperative to enhance education and healthcare is paramount in international aid efforts.

For example: Agencies like **Bill & Melinda Gates Foundation**, which has made significant contributions to improving healthcare around the world.

- **Ecological Sustainability:** With growing environmental concerns, international aid increasingly includes projects for sustainable development and environmental conservation.

For example: **Green Climate Fund**, which supports projects that mitigate the impacts of climate change in vulnerable countries.

Ethical Issues and Criticisms:

- **Conditional Aid:**

- **Political Manipulation:** International aid often faces criticism for being influenced by political motives rather than solely addressing humanitarian needs.

For example: **U.S. aid to Central American countries** has been accused of prioritizing political interests over the welfare of the recipients.

- **Economic Dependencies:** Certain forms of aid have inadvertently created economic dependencies rather than promoting self-sufficiency.

For example: **Haiti**, despite receiving substantial aid, continues to struggle with economic hardships, demonstrating increased dependence on external assistance.

- **Corruption:** Inequitable distribution of aid has often resulted in corruption, where funds intended for relief and development are embezzled or misappropriated.

For example: **Haiti's earthquake relief efforts in 2010, corruption** within the aid distribution system hindered effective relief efforts.

- **Armed Conflicts:** Aid can also be misused to fuel armed conflicts, as seen in cases where humanitarian assistance inadvertently supports warring factions rather than benefiting the affected populations.

Conclusion

The ethical dimensions of international aid are complex and multifaceted, highlighting the need to strike a balance between noble intentions and potential pitfalls. This balance is paramount to ensuring that international aid better serves its intended purpose while upholding the principles of fairness, compassion, and global environmental responsibility.

Q2a. "Corruption is the manifestation of the failure of core values in the society." In your opinion, what measures can be adopted to uplift the core values in the society?

Answer:

Approach

- **Introduction:** Brief about corruption & core values.
- **Body:**

- Mention Corruption as the Manifestation of the Failure of Core Values in Society
- Suggest Measures to Uplift Core Values in Society
- **Conclusion:** Give appropriate conclusion in this regard

Introduction

Corruption involves the misuse of power, authority, or resources for personal gain, often violating ethical principles and values. In contrast, core values represent fundamental beliefs and guiding principles reflecting the central priorities and ethical standards. Like **integrity** is a core value directly opposing the corrupt practice of embezzlement.

Body

Corruption as the Manifestation of the Failure of Core Values in Society:

- **Erosion of Integrity:** The decline in personal integrity can lead to corrupt practices, as individuals compromise their ethical principles for personal gain.

For example: The Enron scandal illustrates how a lack of integrity among top executives can result in dishonest and unethical behavior.

- **Disregard for Rule of Law:** Corruption often involves powerful individuals manipulating legal processes to protect their interests, undermining the core value of the rule of law.

For example: The Brazilian Car Wash operation is a clear example of how corruption can infiltrate legal systems.

- **Neglect of Accountability:** A lack of accountability in society allows corruption to thrive without consequences, as individuals and institutions evade responsibility for their actions.

For example: The Volkswagen emissions scandal is a case where a lack of accountability allowed corrupt practices to persist.

- **Loss of Trustworthiness:** When trustworthiness erodes, it can lead to corruption as people lose faith in legal and ethical processes.

For example: Transparency International's Corruption Perceptions Index demonstrates the connection between corruption levels and the erosion of public trust in institutions.

- **Disregard for Fairness:** Corruption often results in unfair advantages and disparities in society, undermining the core value of fairness.

For example: The Panama Papers leak reveals how corrupt practices can allow a select few to accumulate wealth at the expense of others.

Measures to Uplift Core Values in Society:

- **Education and Awareness:** Emphasize values-based education from an early age.

For example: Finland where ethics education is integrated into the curriculum, teaching students about **societal values, ethical decision-making, and critical thinking**.

- **Strong Legal Framework:** Ensure comprehensive anti-corruption laws with severe penalties, backed by an independent judiciary and anti-corruption agencies,

For example: Singapore's Corrupt Practices Investigation Bureau (CPIB), known for its swift and effective prosecution of corruption cases.

- **Transparency and Accountability:** Promote transparency and accountability through open data initiatives.

For example: Norway's practice of publishing all government contracts online, ensuring transparency and accountability in public procurement processes.

- **Whistleblower Protection:** Establish a safe environment for whistleblowers with legal protection and incentives.

For example: The Whistleblowers Protection Act, 2014, which encourages individuals to expose corruption.

- **Ethical Leadership:** Foster integrity in public and private sectors through ethical leadership, setting high moral standards.

For example: Dr. Mariazeena Johnson, Chancellor of Sathyabama Institute of Science and Technology, as a beacon of ethical leadership in the Indian business world.

- **Civil Society Engagement:** Empower NGOs and watchdog groups to monitor government activities, advocate for transparency, and mobilize public opinion against corruption.

For example: The Ghana Integrity Initiative, engaging citizens in monitoring public services and advocating for anti-corruption reforms.

- **Use of Technology:** Leverage technology to reduce opportunities for corruption, such as implementing **e-government initiatives and blockchain for transparency, to modernize and streamline** processes while minimizing corrupt practices.

Conclusion

The deterioration of core values within society creates an ideal environment for corruption to thrive. Nevertheless, collaborative efforts from all sectors—**governments, businesses, civil society, and individuals**—hold the key to eradicating corruption and nurturing a culture that champions integrity and transparency, thereby securing a fairer and more equitable future.

Q2b. In the context of the work environment, differentiate between 'coercion' and 'undue influence' with suitable examples.

Answer:

Approach

- **Introduction:** Brief about coercion and undue influence in context of work environment.
- **Body:**
 - Mention differences between 'Coercion' and 'Undue Influence' within a Work Environment
- **Conclusion:** Give appropriate conclusion in this regard

Introduction

In the workplace, **coercion** employs force or **intimidation**, while **undue influence** **manipulates** trust, both leading to unfair control over decision-making. These behaviours result in **abusive management**, eroding trust, hindering communication, and fostering an unhealthy work environment. **For example**, a supervisor coercing employees into unpaid overtime or using undue influence for personal gain undermines a healthy work environment.

Body

Differences between 'Coercion' and 'Undue Influence' within a Work Environment:

Aspect	Coercion	Undue Influence
Definition	The act of forcing someone to act in an involuntary manner through the use of threats, intimidation, or some other form of pressure	The subtle act of manipulating someone, exploiting a position of power to sway decisions or behaviours
Characteristic	Often involves overt threats and a clear display of power imbalance	More subtle and might involve psychological manipulation and a misuse of power and authority
Legal Aspect	Covered under laws protecting employees from harassment and hostile work environments.	Might not always involve clearly illegal actions but can still fall under the purview of workplace ethics and laws regarding abuse of power.
Manifestation	Can manifest as bullying, harassment, or violence in the workplace.	Generally manifests as manipulation, persuasion, and exploitation of power dynamics
Impact	Creates a hostile work environment impacting the mental well-being of employees.	Can lead to a stressful work environment with employees feeling pressured and manipulated
Ethical Considerations	Raises serious ethical concerns as it involves a violation of individual autonomy and consent	Ethically questionable as it undermines the autonomy of individuals through subtle manipulation

Examples	Forcing an employee to work overtime regularly under the threat of termination. Sexual harassment cases where individuals are forced into unwanted situations.	A manager subtly suggesting that helping them with personal errands might be favourable for the employee's career. Using one's influence to sway performance appraisals and promotions unduly.
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Conclusion

The distinction between '**coercion**' and '**undue influence**' in the workplace is pivotal for nurturing a healthy and ethical work environment. By **embracing comprehensive policies**, ensuring whistleblower protection, setting up ethics hotlines, and investing in leadership development, we can lay the foundation for cultivating an atmosphere characterised by profound respect and unwavering integrity.

Q3a. "The simplest acts of kindness are by far more powerful than a thousand heads bowing in prayer." - Mahatma Gandhi

Answer:

Approach

- **Introduction:** Introduce briefly about essence of the quote.
- **Body:**
 - Mention about The Power of Simple Acts of Kindness & its impact
 - Mention about "A Thousand Heads Bowing in Prayer" as a Manifestation of Kindness
- **Conclusion:** Give appropriate conclusion in this regard

Introduction

Mahatma Gandhi, a prominent personality in the history of India's struggle for independence, was not only a political leader but also a philosopher of **peace and non-violence**. In the quote mentioned above, he imparts a profound wisdom that transcends the boundaries of religion and speaks to the universal power of compassion and kindness.

Body

The Power of Simple Acts of Kindness:

- **Promoting Empathy and Connection:** Simple acts of kindness, such as **regularly visiting an elderly neighbor to chat and help with chores**, not only ease their loneliness but also foster empathy and a stronger sense of community.
- **Enhancing Mental Well-being:** Engaging in acts of kindness, like **volunteering at local shelters**, has been linked to improved mental health. Volunteers often report **reduced stress levels and increased satisfaction with life**.
- **Creating Positive Social Ripples:** Simple acts of kindness, such as **paying for a stranger's coffee in a drive-thru**, can set off a chain reaction of goodwill. This inspires others to perform kind acts, creating a positive "**pay it forward**" trend
- **Fostering Inclusivity and Harmony:** Kindness transcends boundaries and promotes inclusivity by bringing people of diverse backgrounds together.

For instance: **Participating in a neighborhood potluck dinner** encourages inclusivity and builds harmony among community members.

- **Fulfilling Moral Duty:** Engaging in simple acts of kindness allows individuals to fulfill their moral duty towards others.

For instance: When someone stops to help a stranded motorist on the roadside, they are fulfilling their moral responsibility to assist someone in need.

Practical Implications and Applications:

- **Educational Settings:**
 - **Kindness Curriculum:** Incorporating kindness curriculums in schools. **For example:** "**Random Acts of Kindness**" program, can foster empathy and compassion among students.
 - **Anti-bullying Campaigns:** Educational institutions can combat bullying through kindness and understanding.

For example: The "Buddy Bench" initiative, where a designated bench on the playground allows students to signal that they need a friend, promoting inclusivity and kindness in schoolyards.

- **Corporate Ethics:**

- **Philanthropy:** Businesses can actively apply kindness through philanthropic efforts.
For example: Microsoft's philanthropic arm- this involves contributing to societal well-being by donating a portion of their profits to charitable causes.
- **Ethical Business Practices:** Companies can actively apply kindness by adopting ethical practices that reflect their commitment to society.

For example: Tata Group exemplifies this commitment through various initiatives like extensive community development programs, which focus on education, healthcare, and skill-building.

- **Healthcare:**

- **Compassionate Care:** Healthcare institutions can actively apply kindness by training their staff to provide emotional support to patients.
For example: Programs like the "No One Should Die Alone" initiative, where dedicated volunteers offer companionship and solace to terminally ill patients in their final moments.
- **Mental Health Initiatives:** Healthcare systems can actively promote mental health by fostering empathy and understanding.

For example: "Bell Let's Talk" campaign in Canada, which encourages open dialogue on mental health issues and works to reduce the stigma surrounding mental health challenges.

- **Community Building:**

- **Volunteerism:** Communities can build stronger bonds through volunteerism.
For instance: Volunteers helping to rebuild communities after natural disasters, such as Hurricane Katrina, exemplify the power of collective kindness and resilience.
- **Social Capital:** Grassroots initiatives at the neighborhood level, such as community gardens in cities like New York and London, actively build social capital by encouraging kindness and fostering collaboration among residents.

- **Environmental Sustainability:**

- **Eco-friendly Practices:** Individuals and communities can actively apply kindness to the environment by adopting eco-friendly practices.
For example: Reducing plastic waste through the use of reusable bags and containers.
- **Conservation Efforts:** Engaging in conservation activities, such as tree planting drives or neighborhood clean-up initiatives, demonstrates kindness to the environment by preserving natural resources and enhancing local ecosystems.

"A Thousand Heads Bowing in Prayer" as a Manifestation of Kindness:

- **Kindness to Oneself:** Prayer often involves self-reflection, seeking forgiveness, and nurturing one's inner peace, promoting emotional well-being and personal growth. **For instance, taking time for prayer allows individuals to reflect on their own emotions and experiences, fostering a sense of self-compassion that contributes to their overall well-being.**
- **Kindness to Others:** Many religious and spiritual teachings emphasize kindness, compassion, and love for others. **When individuals pray for the well-being and happiness of others, it exemplifies kindness in action, fostering empathy and care for one's fellow human beings.**
- **Community and Unity:** When a community gathers for collective prayer, it signifies unity and shared values, encouraging acts of kindness within the community as members support and care for one another. This sense of togetherness often leads to collaborative efforts, such as organizing charitable events or providing assistance to those in need within the community.
- **Moral Guidance:** Through prayer, individuals may seek guidance on how to navigate moral dilemmas, ultimately leading them to choose actions that reflect kindness and compassion.
- **Social Impact:** Prayer can inspire individuals and communities to engage in acts of charity, service, and social justice.

For instance: **Religious communities** often organize outreach programs that provide food, shelter, and support to vulnerable populations, demonstrating the tangible impact of prayer on social well-being.

Conclusion

Gandhiji's wisdom still resonates today, underscoring that profound change often commences with the simplest acts of kindness. In an era marked by intricate challenges, the timeless significance of this quote urges us to adopt kindness as a **guiding principle in our interactions and pursuits**, ultimately steering us towards a more compassionate and harmonious world.

Q3b. "To awaken the people, it is the women who must be awakened. Once she is on the move, the family moves, the village moves, the nation moves." - Jawaharlal Nehru.

Answer:

Approach

- **Introduction:** Introduce briefly about essence of the quote.
- **Body:**
 - Explain about The Centrality of Women in Societal Awakening
 - Explain Empowering Women as Catalysts for Family, Village, and National Advancement.
- **Conclusion:** Give appropriate conclusion in this regard

Introduction

The quote emphasizes that women are the **foundation of families and communities**. Their well-being and agency significantly impact the overall well-being of society. When women are educated, have equal opportunities, and can participate fully in society, it creates a ripple effect that benefits families, communities, and nations. This empowerment entails the provision of **autonomy, rights, and opportunities**, enabling women to actively participate in various domains, and stands as a fundamental **catalyst for societal progress**.

Body

The Centrality of Women in Societal Awakening

- **Awareness and Enlightenment:** Educated women can ignite awareness and action, fostering a culture of critical thinking and empowering them to raise their voices against issues such as child marriage.
- **Political Trailblazers:** Women in politics can shape policy and society; leaders. For example: **Angela Merkel in Germany** have influenced policies on gender equality and social welfare.
- **Social Entrepreneurs:** Women-led social enterprises, **such as the SEWA founded by Ela Bhatt**, have not only improved women's livelihoods but have also brought about broader societal transformation.
- **Community Influencers:** Women in leadership roles at the community level can drive positive change.
For instance: **Women in the "Panchayati Raj" system** in India advocate for better local infrastructure.

Empowering Women: Catalysts for Family, Village, and National Advancement Family:

- **Educational Upliftment:** When women are educated and empowered, they prioritize their children's education, leading to improved literacy rates and higher living standards within families.
For example: **An educated mother** may choose to allocate a portion of the **household budget** specifically for the quality education of her child.
- **Health and Well-being:** Women often serve as **primary caregivers** and their advocacy for healthcare and nutrition contributes to the well-being of family members.
- **Fostering Values:** Women's influence fosters moral values like empathy and compassion, leading to harmonious family dynamics and the development of responsible, caring individuals.
For instance: **A mother's considerate behavior** toward the household maid helps instill the value of compassion in a child.

Village:

- **Social Impact:** Women's leadership in community projects results in enhanced infrastructure, better access to essential services, and improved living conditions for all residents.
- **Healthcare Advocacy:** Women-led initiatives raise awareness about healthcare issues, increasing vaccination rates, improving maternal health, and reducing disease prevalence.
For example: The "Anganwadi" program.
- **Addressing Social Issues:** Empowered women, like **Mamta from Rajasthan**, who successfully prevented her own child marriage and now advocates against the practice, exemplify how women take a stand against critical issues such as **child marriage and female foeticide**, driving positive change in their communities.

Nation:

- **Political Representation:** Women in politics advocate for policies promoting gender equality, social justice, and economic development, creating a more equitable and prosperous nation.
- **For example:** Indira Gandhi, India's first female Prime Minister.
- **Economic Growth:** Women's participation in the workforce boosts the national economy through increased productivity and innovation.
For example: A study suggests that **India's GDP could increase by \$770 billion by 2025** with gender equality measures in place.
- **Inspirational Icons:** Iconic individuals like **Arunima Sinha, the first female amputee to conquer Mount Everest**, serve as symbols of determination and empowerment.
For example: Conference and the Women's India Association.

Conclusion

In conclusion, Jawaharlal Nehru's profound insight underscores the pivotal role of women in catalyzing societal progress. By recognizing and nurturing the potential of women in various spheres, we not only awaken societies but also pave the way for a more equitable, compassionate, and prosperous nation.

Q3c. "Do not hate anybody, because that hatred that comes out from you must, in the long run, come back to you. If you love, that love will come back to you, completing the circle." -Swami Vivekananda

Answer:

Approach

- **Introduction:** Introduce briefly about essence of the quote.
- **Body:**
 - Explain about The Circle of Hatred and Its Implications.
 - Explain about The Circle of Love and Its Implications.
 - Describe relevance in Contemporary Times
- **Conclusion:** Give appropriate conclusion in this regard

Introduction

Swami Vivekananda, a prominent Indian philosopher and spiritual leader, implores individuals in this quote to **embrace love and compassion**. The **idea of a "circle"** emphasizes the **cyclical nature of actions** and their consequences. When we express hatred, it not only affects the target of our negative emotions but also creates a **negative energy** that can eventually return to us in some form. Conversely, when we express love, it fosters **positive energy** that can come back to us, enhancing our well-being and relationships.

Body

The Circle of Hatred and Its Implications:

- **Self-Destructive Emotion:** Hatred often consumes one's own peace of mind and emotional well-being over time, making it a self-destructive emotion.
- **For example:** The deep-seated hatred among **European nations before World War I** exacerbated the emotional toll and suffering endured by individuals and societies in the conflict.
- **Negative Consequences:** When hatred is expressed through harmful actions, it can trigger negative consequences, such as legal repercussions or a damaged reputation.

For example: The Nazi war criminals tried by international tribunals after **World War II**, leading to legal accountability and enduring infamy.

- **Isolation:** Hatred can erode one's ability to form positive relationships and alliances, isolating the individual in the long run.
 - **For instance:** Engagement of individuals in **extremist hate groups** often leads to isolation from mainstream society.
 - **Toxic Environment:** The cycle of hatred perpetuates itself when others respond with similar negativity, creating a toxic environment that can ultimately impact the individual who initially harbored the hatred.
 - **For example:** Israeli-Palestinian conflict.
 - **Escalation of Conflict:** Hatred often fuels the escalation of conflicts, making them more intense and difficult to resolve, resulting in prolonged suffering for all parties involved.
- For example:** The Kashmir conflict exemplifies how hatred fuels hostilities, prolonging suffering and impeding resolution.

The Circle of Love and Its Implications:

- **Positive Energy:** Love generates positive energy, fostering feelings of compassion, empathy, and goodwill towards others, creating a harmonious atmosphere that, in turn, nourishes the cycle of love and positivity.
- **For example:** Colleagues at work expressing genuine care and appreciation for one another.
- **Acts of Kindness:** Love motivates individuals to engage in acts of kindness, such as helping, supporting, and caring for others, leading to a cycle of positivity.
- **For instance:** Helping a neighbour with groceries, can inspire others to do the same, creating a chain of goodwill.
- **Connection:** Love strengthens social ties, fosters a sense of belonging, and creates a close-knit community where mutual support and unity perpetuate the cycle of connectedness and love for each other.
- **For example:** In many villages, people often share meals in each other's homes.
- **Mental and Emotional Well-Being:** Experiencing and expressing love can enhance one's mental and emotional health, promoting inner peace, and reducing stress and anxiety, ultimately creating a more loving environment.
- **For example:** The strong bonds formed among comrades in the military.
- **Reciprocity:** When we love and show kindness to others, it often inspires them to respond in kind, creating a circle of love and compassion that benefits all involved and extends to the broader community.
- **For instance:** Neighbourly acts of kindness, like child care assistance, often lead to reciprocal support, strengthening neighbourly bonds.

Relevance in Contemporary Times:

- **Social Media and Online Hate:** In the age of digital communication, Vivekananda's message gains relevance as we witness how online hate speech can escalate, leading to real-world consequences.
- **International Conflicts and Peace Efforts:** In a world marked by international conflicts, Vivekananda's message emphasizes the importance of love, compassion, and diplomacy in resolving disputes.
- **For example:** Ongoing conflicts, such as those in the **Middle East**, serve as reminders of the destructive nature of hatred and the need for love-driven solutions.
- **Mental Health and Well-Being:** In the context of mental health, Vivekananda's philosophy finds validation in support groups for combat veterans, where shared experiences and love-driven empathy aid in their mental and emotional recovery.
- **Environmental Stewardship:** Vivekananda's philosophy of interconnectedness and responsibility extends to environmental concerns.
- **For example:** Greenpeace exemplify this love for the planet through direct actions such as protesting against deforestation and advocating for responsible resource management.
- **Global Solidarity:** In times of crisis, such as the COVID-19 pandemic, Vivekananda's message inspires global solidarity and acts of kindness. **Acts of support and humanitarian aid exemplify** the positive cycle of love and compassion that benefits not only individuals but entire communities.

Conclusion

In the convoluted tapestry of human emotions and choices, Swami Vivekananda's profound message serves as a guiding light, urging individuals to choose love and compassion over hatred. By choosing love and compassion, we can perpetuate a virtuous cycle that not only enriches our lives but also contributes to the well-being of our communities, nations, and the world at large.

Q4a. What really matters for success, character, happiness and lifelong achievements is a definite set of emotional skills - your EQ-not just purely cognitive abilities that are measured by conventional IQ tests. Do you agree with this view? Give reasons in support of your answer.

Answer:

Approach

- **Introduction:** Introduce briefly about EQ & IQ.
- **Body:**
 - Explain about Importance of EQ.
 - Explain about Limitations of Relying Solely on IQ.
- **Conclusion:** Give appropriate conclusion in this regard

Introduction

Emotional Quotient (EQ) and Intelligence Quotient (IQ) represent two distinct facets of human abilities. EQ involves the ability to understand and manage one's own emotions as well as the emotions of others, while IQ serves as a tool to measure a person's cognitive abilities. **For instance, a person's ability to remain focused and productive during a crisis at home reflects their EQ, whereas solving puzzles within a given time frame tests one's IQ.**

Body

Importance of EQ:

- **Self-Awareness:** Emotional intelligence allows individuals to recognize and understand their emotions, leading to better decision-making and personal growth.
- **For example:** **Swami Vivekananda demonstrated high emotional intelligence** in his personal and spiritual growth.
- **Adaptability:** High EQ fosters adaptability, allowing individuals to navigate changing circumstances effectively;
- **For example:** **Virat Kohli** exemplified adaptability in his career by adjusting to various challenges.
- **Conflict Resolution:** High EQ promotes empathy and active listening, enabling individuals to mediate conflicts and find mutually beneficial solutions.
- **For example:** **Mahatma Gandhi's nonviolent conflict resolution** during India's struggle for independence showcased exceptional emotional intelligence.
- **Stress Management:** Emotional intelligence enables individuals to handle stress and pressure more effectively, reducing the risk of burnout and maintaining mental well-being.
- **Leadership and Teamwork:** EQ allows leaders to understand and motivate their team members, leading to greater productivity and job satisfaction.

For example: Mr.Ratan Tata exemplifies it.

Limitations of Relying Solely on IQ:

- **Neglecting Non-Cognitive Skills:** Relying solely on IQ overlooks essential non-cognitive skills.
For example: When a highly intelligent individual struggles to cope with change or work effectively in a team due to a lack of **adaptability and interpersonal skills**.
- **Narrow Definition of Success:** Relying solely on IQ restricts the definition of success to academic or career achievements, disregarding broader aspects **like happiness, personal fulfillment, and ethical values** that emotional skills encompass.
- **Unrealized Potential:** Depending only on IQ can result in untapped potential, as it doesn't account for unique talents and strengths that individuals possess but may not align with traditional cognitive measures.

- **Limited Scope:** IQ's focus on academic and problem-solving abilities fails to capture qualities like resilience, motivation, and integrity, which play a substantial role in character development and overall well-being.

Conclusion

In today's era, as emotional challenges continue to mount, the **importance of EQ cannot be overstated**. This is exemplified by **Indian educational reforms** that are incorporating EQ from the beginning. However, it is essential to strike a **balance between IQ and EQ**, as it equips individuals with a holistic skill set that enhances their overall quality of life and leads to a more fulfilling and successful life journey.

Q4b. Differentiate 'moral intuition' from 'moral reasoning' with suitable examples,

Answer:

Approach

- **Introduction:** Introduce briefly about Moral intuition & Moral reasoning
- **Body:**
 - Enumerate difference between 'Moral Intuition' and 'Moral Reasoning'.
- **Conclusion:** Give appropriate conclusion in this regard

Introduction

Moral intuition and moral reasoning are pivotal cognitive processes in shaping our moral judgments. Moral intuition operates as an immediate, emotion-driven response, whereas moral reasoning involves a deliberate, rational analysis before reaching a moral decision. **For instance**, in a distressing situation, moral intuition prompts instinctive help, while moral reasoning assesses potential risks and benefits before deciding on the appropriate action.

Body

Difference between 'Moral Intuition' and 'Moral Reasoning':

Aspects	Moral Intuition	Moral Reasoning
Definition	Immediate and automatic judgement about the right or wrong of a situation, often driven by emotions and instinctive reactions.	The deliberate process of determining right or wrong through logical analysis, involving critical thinking and evaluation of ethical principles.
Characteristic	Often instantaneous, arising from gut feelings without conscious reasoning.	Involves conscious thought, where one applies moral principles and ethical theories to reach a conclusion.
Importance in Moral Judgements	Plays a foundational role, forming the immediate judgement that can later be analyzed through reasoning.	Comes into play when one seeks to justify a moral judgement or when engaging in moral discussions and debates.
Psychological Basis	Grounded in innate tendencies and shaped by evolutionary processes, cultural norms, and personal experiences.	Relies on cognitive processes and often involves employing moral philosophies such as utilitarianism or deontology.
Objectivity	Can be biased and subject to personal prejudices and might not always lead to morally correct judgments.	Can sometimes be influenced by an individual's moral intuition, and therefore not entirely objective.
Moral Development	Develops early in life, with children showcasing basic moral intuitions.	Evolves with cognitive development and education, becoming more refined with intellectual maturity.

Examples	<p>Feeling an instant disapproval upon seeing someone steal, without analyzing the act in depth.</p> <p>Feeling a spontaneous urge to donate to a charitable cause upon hearing about a natural disaster or a humanitarian crisis.</p>	<p>Critically evaluating the implications of a policy on various stakeholders and making a decision based on principles of justice and fairness.</p> <p>Deliberating on the allocation of limited medical resources (like ventilators) during a pandemic, considering principles of justice, equity, and the greater good.</p>
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Conclusion

Moral intuition and moral reasoning are distinct yet interconnected processes that **guide individuals** in their moral decision-making, with moral intuition often serving as the instinctive compass and moral reasoning providing the calibration. A deep understanding of these processes can lead to a comprehensive and thoughtful **approach to ethical dilemmas**, fostering a well-rounded moral decision-making process.

Q5a. Is conscience a more reliable guide when compared to laws, rules and regulations in the context of ethical decision-making? Discuss.

Approach

- **Introduction:** Introduce briefly about conscience & rules-regulations
- **Body:**
 - Enumerate reliability of conscience as compared to laws, rules and regulations.
 - Limitations of relying solely on conscience
- **Conclusion:** Give appropriate conclusion in this regard

Introduction

Conscience, emphasised by **thinkers like Socrates**, serves as an **intrinsic moral compass, guiding individuals** in ethical judgments and actions, **such as offering immediate assistance to an accident victim**. On the other hand, laws, rules, and regulations are structured frameworks established by authorities to regulate behavior, maintain social order, and ensure justice within a community, exemplified by **traffic laws governing speed limits and driving rules to uphold road order**.

Body

Reliability of Conscience as compared to laws, rules and regulations in ethical decision making:

- **Moral Autonomy:** Conscience operates as an internal moral compass, embodying an individual's core values and beliefs, allowing for independent ethical decision-making by distinguishing right from wrong.

For example: Mahatma Gandhi's commitment to the "**inner voice**" principle during the Indian independence movement showcased moral autonomy in action.

- **Personal Accountability:** Relying on one's conscience promotes personal accountability in ethical decision-making, fostering a sense of responsibility as individuals take ownership of their actions based on moral judgement.

For example: Courageous acts of whistleblowers like **Satyendra Dubey in India**.

- **Adaptability:** Conscience can adapt to complex ethical dilemmas. It considers nuances and context, allowing individuals to navigate situations where strict rules or regulations may not apply or provide clear guidance.

For example: During Kerala floods, people's conscience led them to aid beyond legal mandates.

- **Consideration of Consequences:** Conscience often prompts individuals to consider the ethical consequences of their actions, including how their decisions impact others and society as a whole.

For example: Ashok Khemka, an IAS officer, upheld his conscience despite the risk of frequent transfers.

- **Ethical Development:** Over time, an individual's conscience can mature and become more refined as they gain life experiences and engage in moral reflection, enhancing its reliability as a guide for ethical decision-making.

For instance: Development of environmental consciousness serves as an example.

Limitations of Relying Solely on Conscience in ethical decision making:

- **Subjectivity:** Conscience is inherently subjective, influenced by personal beliefs, emotions, and biases, which can lead to inconsistent ethical judgments.
- **For instance:** In context of **euthanasia**, **individuals'** subjective moral beliefs can result in varied opinions on the matter, making it challenging to establish a clear ethical consensus.
- **Lack of Clarity:** Conscience may not provide clear guidance in complex or ambiguous ethical situations, leaving individuals uncertain about the right course of action.
For example: **Ambiguity** can be seen in the use of vaccines during the **COVID-19 pandemic** without following proper protocol.
- **Cultural Variability:** Conscience can vary significantly across cultures, rendering it an unreliable universal standard for ethical decision-making.
- **Vulnerability to Manipulation:** Conscience can be manipulated or misguided, particularly when individuals are under external pressure or influenced by group dynamics.
For instance: Phenomenon of groupthink, where individuals may suppress their personal moral judgments in favor of conforming to a group's unethical actions.
- **Legal and Social Consequences:** Relying solely on conscience without considering legal or societal norms may lead to legal repercussions or social backlash in cases where individual judgment conflicts with established standards.

Conclusion

To navigate the complexities of ethical decision-making, individuals should consider both their conscience and legal standards, adhering to democratic ethics rooted in both conscience and laws, as advocated by leaders like Jawaharlal Nehru. This balanced approach ensures that personal morality aligns with societal norms, fostering a just and responsible society.

ExtraEdge:

Need for Laws, Rules, and Regulations:

- **Consistent and Standardised Framework:** Laws, rules, and regulations provide a consistent and standardized framework for ethical behavior, offering clear guidelines that promote fairness and predictability for all individuals. **Development of the Indian Constitution underscores the importance of structured guidelines in governing society.**
- **Creating Deterrence:** Ignoring established laws and regulations can lead to legal consequences, such as fines or imprisonment. This acts as a deterrent against unethical behavior and ensures accountability. **For example, in the case of financial fraud, legal consequences serve as a deterrence against unethical financial practices.**
- **Protecting Society:** Laws, rules and regulations are primarily crafted to safeguard the welfare of society, upholding social order by drawing upon collective wisdom and consensus, with the overarching aim of preventing harm. **For example, environmental regulations are put in place to mitigate pollution, ultimately benefiting the well-being of communities.**
- **Reducing Bias:** Conscience can be influenced by personal biases, emotions, and subjectivity. Laws and regulations, when created impartially, aim to reduce such biases and ensure impartial ethical standards. **For example, anti-discrimination laws promote impartiality by prohibiting bias based on factors like race, gender, or religion.**
- **Preventing Chaos:** Laws, rules, and regulations prevent chaos and anarchy in society by establishing boundaries and expectations and providing justice through their enforcement. **Criminal laws, for instance, maintain social order by outlining consequences for actions like theft or assault, preventing chaos in society.**

Q5b. Probitry is essential for an effective system of governance and socio-economic development.' Discuss.

Answer:

Approach

- **Introduction:** Introduce briefly about Probitry
- **Body:**
 - Explain Role of Probitry in Governance.
 - Role of Probitry on Socio-economic Development
- **Conclusion:** Give appropriate conclusion in this regard

Introduction

Probitry refers to the quality of absolute honesty, integrity, and moral uprightness in one's actions and behavior, encompassing adherence to high moral standards and ethical conduct. **A financial auditor refusing a bribe and reporting irregularities found during an audit demonstrates probity.**

Body

Role of Probitry in Governance:

- **Trust and Credibility:** Probitry builds faith and confidence in government institutions through the unwavering honesty and incorruptibility of public officials.
For example: Successful implementation of the **Aadhaar system**.
- **Transparency and Accountability:** Probitry promotes openness in government operations and holds public servants and officials accountable, acting as a deterrent against corruption and unethical behavior.
- **Effective Resource Utilization:** Probitry ensures efficient allocation of public resources based on merit and need,
- **For example:** **New Zealand's transparent budgeting process** prioritizing projects with clear social and economic benefits.
- **Promoting Stability and Unity:** A government characterized by probity reduces social unrest and promotes a sense of unity among diverse segments of society, contributing to overall political stability.
- **For example:** **Denmark's governance model**.

Role of Probitry on Socio-economic Development:

- **Attracting Investment:** Probitry attracts domestic and foreign investments by assuring investors that their resources will be safeguarded against corruption and unethical practices, thus stimulating economic growth.

For example: **Singapore's stringent anti-corruption** measures have made it a magnet for foreign investments.

- **Equitable Distribution of Resources:** Probitry ensures that resources are allocated in a manner that benefits society as a whole, promoting balanced development.
For example: **Nordic countries**.
- **Promoting Fair Competition:** Probitry prevents corrupt practices, thus fostering a level playing field and ensuring markets operate efficiently, ultimately leading to economic growth.
For example: **The United States'** strict enforcement of anti-monopoly laws.
- **Human Capital Development:** Through probity in education and employment practices, emphasis is placed on merit and skills, which are essential for sustained socio-economic progress.

For example: **Germany's vocational training system**.

- **Community-harmony:** Probitry in governance ensures that public resources are used for the collective good, fostering social stability and unity within a society.
For example: **Switzerland's** high levels of probity are reflected in its strong community cohesion and overall social stability.

Conclusion

As nations strive for growth and stability, prioritizing probity remains pivotal in achieving these goals, fostering a society where honesty, integrity, and ethical conduct serve as guiding principles for a prosperous future.

Q6a. What were the major teachings of Guru Nanak? Explain their relevance in the contemporary world.

Answer:

Approach

- **Introduction:** Introduce briefly about traits of Guru Nanak's teaching.
- **Body:**
 - Explain Major Teachings of Guru Nanak.
 - Relevance in the Contemporary World
- **Conclusion:** Give appropriate conclusion in this regard

Introduction

Guru Nanak, the **founder of Sikhism**, lived in the **late 15th and early 16th** centuries in the Indian subcontinent, a time characterized by societal disparities, religious divisions, and a quest for spiritual meaning. His teachings, impactful in his era, retain profound relevance in the modern world.

Body

Major Teachings of Guru Nanak:

- **Oneness of God (Monotheism):** Guru Nanak's central teaching revolved around monotheism, highlighting the belief in a single, omniscient, and omnipresent God, known as "**Waheguru**," from whom all of creation originates.
- **Spiritual Awakening:** Guru Nanak stressed that the path to spiritual awakening and enlightenment involves deep devotion, understanding of the divine, **meditation (Naam Japna), and selfless service (Seva)**.
- **Gender Equality:** Guru Nanak's teaching emphasized gender equality, recognizing the equal spiritual potential of both men and women, as reflected in his verses in **the Guru Granth Sahib**.
- **Selfless Service (Seva):** Guru Nanak stressed the concept of '**Seva**,' or **selfless service to humanity**, epitomized by the institution of '**Langar**', where free meals are offered to all, irrespective of their background, **symbolizing equality and service**.
- **Altruism:** Guru Nanak encouraged selflessness and helping others as vital for spiritual growth, emphasizing the love and compassion that God has for all. This teaching is epitomized in the principle of "**Vaand Chhako**"(sharing with those in need).
- **Social Equality:** Guru Nanak strongly disagreed with the caste system and social divisions in India. He taught that all people are equal in God's eyes, no matter where they come from, and he taught that we should treat everyone with respect and kindness.

Relevance in the Contemporary World:

- **Oneness of God (Monotheism):** In today's religiously diverse world marked by occasional tensions, **Guru Nanak's monotheistic teachings** remain pivotal in fostering interfaith harmony and transcending religious divisions. **This is evident in temples providing aid to destitute individuals regardless of their faith.**
- **Spiritual Awakening:** **In 2021, 40% of adults worldwide reported significant levels of concern (42%) or stress (41%),** underscoring the pertinence of Guru Nanak's teachings on spiritual awakening and enlightenment as a comprehensive guide for individuals seeking inner peace and purpose in modern life.
- **Gender Equality:** **With the Global Gender Gap score showing progress towards closure at 68.4% across all 146 countries in 2023,** Guru Nanak's teachings on recognizing the equal potential of both men and women hold profound relevance.
- **Selfless Service (Seva):** Guru Nanak's teaching encourages individuals to actively engage in acts of **kindness and community service**, emphasizing that it goes beyond being a religious duty, **serving as a means of addressing pressing societal issues like poverty and non-inclusivity.**
- **Altruism:** In today's age of economic disparities, environmental challenges, and humanitarian crises, Guru Nanak's teaching of "**Vaand Chhako**" encourages individuals to transcend self-centered perspectives. This fosters a sense of responsibility for fellow human beings and the planet as a whole.
- **Social Equality:** Guru Nanak's rejection of the caste system and emphasis on social equality inspire contemporary efforts for inclusive, equitable communities, like inter-caste

marriages and educational programs in India, **promoting social justice and respect for all.**

Conclusion

Guru Nanak's teachings, grounded in **compassion, equality, and spirituality**, provide an enduring and timeless guide for navigating the complexities of the contemporary world. His wisdom offers a universal message that inspires individuals and societies to pursue a more just, compassionate, and harmonious world, rendering his teachings highly relevant and indispensable in addressing the multifaceted challenges of our modern age.

Q6b. Explain the term social capital. How does it enhance good governance?

Answer:

Approach

- **Introduction:** Introduce briefly about Social Capital.
- **Body:**
 - Understanding Social Capital.
 - Role of Social Capital in Enhancing Good Governance:
- **Conclusion:**
- Give appropriate conclusion in this regard

Introduction

Social Capital refers to the **networks, relationships, and norms** that facilitate **collective action, cooperation, and trust within a community or society**. It encompasses the value derived from social connections and the ability of these connections to provide support, resources, and information. For instance neighbours helping each other during a crisis due to pre-existing bonds of trust and reciprocity.

Body

Understanding Social Capital:

- **Components of Social Capital:** Social capital consists of **three** integral components:
 - **Networks:** These represent the interconnected relationships among people.
 - **Norms:** Norms encompass the rules, values, and expectations governing social interactions.
 - **Sanctions:** Sanctions encompass both rewards and punishments, **such as praise and sarcasm that** serve to reinforce adherence to established norms.
- **Interconnected Dynamics:** Social capital's components are interlinked and mutually affect each other.

For instance: Volunteer networks in a community establish norms like cleanliness and environmental responsibility, and those who don't participate face social sanctions, reinforcing both the practice and social unity.
- **Reinforcing Relationships:** The interaction between the components of social capital, such as strong networks fostering shared norms and adherence to these norms strengthening relationships, are crucial for its sustainability.

For example: In a closely-knit neighbourhood, regular gatherings and mutual assistance among residents (networks) establish a norm of community support and unity.

Role of Social Capital in Enhancing Good Governance:

- **Trust and Accountability:** Social capital fosters trust among citizens and between citizens and their government, creating an environment where cooperative and transparent interactions can thrive.

For example: In India's Panchayati Raj system, trust within communities helps hold elected representatives accountable for their actions and decisions.
- **Civic Engagement:** High levels of social capital encourage civic engagement, where individuals actively participate in political processes due to their strong social networks.

For example: The Gram Sabha, where social capital facilitates informed decision-making through active public participation.
- **Social Cohesion:** Social capital fosters collective efforts to address challenges and promote inclusive policies, a crucial aspect of good governance.

For example: **Sports teams** exemplify the power of social networks in achieving shared objectives, demonstrating the concept in action.

- **Conflict Resolution:** High social capital promotes peaceful conflict resolution through **negotiation and mediation, fostering stability and peace**—vital for good governance.

For instance: Property disputes are often resolved through community mediation instead of lengthy legal procedures.

- **Reducing Corruption:** Social capital acts as a deterrent to corruption, as communities with strong social networks are less susceptible to corrupt practices.

For instance: **Self-help groups promote transparency and accountability** in financial transactions, reducing corruption at the grassroots level.

- **Inclusivity:** Social capital promotes inclusivity by ensuring that marginalized and disadvantaged groups have a voice in governance.

For instance: **Cooperative societies** have enabled marginalized farmers to collectively influence policies and gain better access to agricultural resources.

Conclusion

Social capital serves as a vital foundation for effective governance structures. India's successful policies, **including "Self-Help Groups" and community-driven programs**, highlight the significance of cultivating and harnessing social capital. Looking ahead, a steadfast commitment to investing in social capital-building policies remains imperative for achieving equitable and effective governance within society.

2022

- Q1. Wisdom lies in knowing what to reckon with and what to overlook. An officer being engrossed with the periphery, ignoring the core issues before him, is not rare in the bureaucracy. Do you agree that such preoccupation of an administrator leads to travesty of justice to the cause of effective service delivery and good governance? Critically evaluate. (150 words, 10 Marks)**

Answer:

Approach:

- **Introduction:** Write about the meaning of wisdom, relate it with the civil services.
- **Body:** Substantiate your points with proper examples.
 - How ignoring core issues can impact the bureaucracy?
 - Impact on good governance.
- **Conclusion:** You can conclude by mentioning the significance of focusing on core issues.

Introduction:

Wisdom lies in knowing what to reckon with and what to overlook. However, the effectiveness of an officer's focus on the periphery versus the core issues before them depends on the specific situation and context.

In some cases, it may be important to pay close attention to details that may seem peripheral but are actually crucial to achieving the desired outcomes. On the other hand, ignoring core issues can lead to a failure in effective service delivery and good governance.

Body:

- **In the context of a bureaucratic setting**, an officer's preoccupation with the periphery at the expense of core issues can have negative consequences.
 - **For instance**, if a government official is focused on minor details such as the formatting of a report while ignoring critical issues such as the lack of resources needed for project implementation, the result can be a failure to achieve the desired outcomes.
- **Another illustration** is the case of a **public health officer** who is more concerned with monitoring compliance with regulations than addressing the root causes of a health crisis.
 - **In this scenario**, the officer's preoccupation with the periphery can lead to a travesty of justice to the cause of effective service delivery and good governance, as the root causes of the health crisis remain unaddressed.
- **In contrast**, an officer who is able to distinguish between peripheral issues and core issues can make better decisions that lead to effective service delivery and good governance.

→ **For instance**, if a police officer is faced with a situation where a minor traffic violation has led to a major conflict, the officer's ability to distinguish between the peripheral issue of the traffic violation and the core issue of the conflict can help to resolve the situation effectively.

Conclusion:

While it is important to pay attention to peripheral issues, it is crucial for an officer to **distinguish between peripheral issues and core issues**. Ignoring core issues can lead to a travesty of justice to the cause of effective service delivery and good governance, while a focus on peripheral issues can result in the misallocation of resources and a failure to achieve the desired outcomes.

Value Addition:

Wisdom is the ability to apply knowledge, experience, and insight to make sound judgments, exercise discernment, and pursue virtuous actions.

Examples:

- **Chanakya:** An ancient Indian scholar and advisor to Emperor Chandragupta Maurya, Chanakya's wisdom is evident in his strategic and diplomatic expertise showcased in the Arthashastra, a treatise on statecraft.
- **Swami Vivekananda:** A spiritual leader, Swami Vivekananda's wisdom is reflected in his teachings that emphasize the practical application of spirituality, universal values, and the pursuit of self-realization for personal and societal transformation.

Q2. Apart from intellectual competence and moral qualities, empathy and compassion are some of the other vital attributes that facilitate the civil servants to be more competent in tackling the crucial issues or taking critical decisions. Explain with suitable illustrations (150 words, 10 Marks)

Answer:

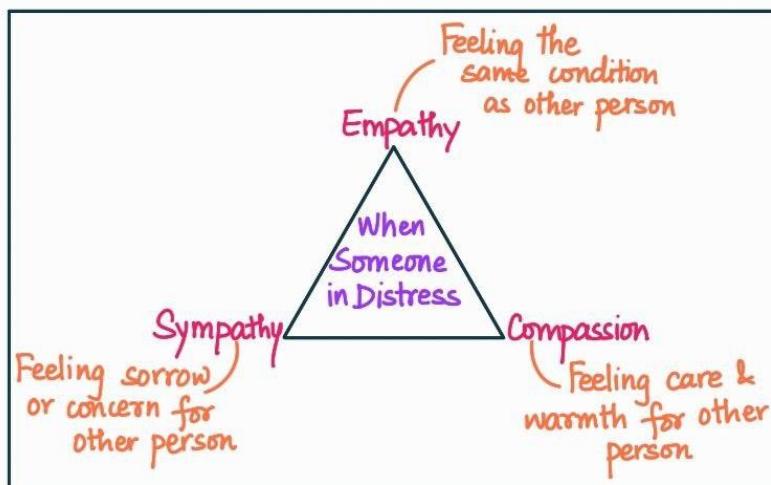
Approach:

- **Introduction:** Briefly write about the importance of empathy and compassion or definition.
- **Body:**
 - Mention the importance of those values to civil servants.
 - Add examples to substantiate your points.
- **Conclusion:** You can conclude by writing about significance of empathy and compassion.

Introduction:

Empathy and compassion are crucial attributes that can make civil servants more effective in their roles.

These qualities help civil servants to understand the needs and concerns of the people they serve, and to develop policies and programs that are more responsive to those needs.



Body:

How empathy and compassion helps a civil servant to be competent:-

- **Understanding the needs of the people:** Empathy enables civil servants to put themselves in the shoes of the citizens they serve, understanding their challenges, aspirations, and priorities.
Example: **Bezwada Wilson**, an Indian civil servant and activist, dedicated his life to eradicating manual scavenging.
- **Effective decision-making:** Compassion allows civil servants to consider the well-being and interests of the people when making decisions, leading to policies and actions that better address societal needs.
Example: **E. Sreedharan**, popularly known as the "**Metro Man of India**," is a civil servant who played a pivotal role in the successful implementation of the Delhi Metro project.
- **Building trust and credibility:** By demonstrating empathy and compassion, civil servants can establish trust with the public, enhancing their credibility and legitimacy as representatives of the government.
Example: **Dr. Abhay Bang**, an Indian civil servant and public health expert, established the Society for Education, Action, and Research in Community Health (SEARCH) to provide healthcare services to marginalized communities in rural **Maharashtra**.
- **Tailoring services and policies:** Empathy helps civil servants in designing and implementing services and policies that are sensitive to the diverse needs of the population, ensuring inclusivity and fairness.
Example: **Dr. Prakash Amte**, an Indian civil servant and social worker, along with his wife **Dr. Mandakini Amte**, established Lok Biradari Prakalp, an organization focused on providing healthcare, education, and livelihood support to tribal communities in Maharashtra.
- **Conflict resolution and problem-solving:** Compassion allows civil servants to approach conflicts and challenges with understanding and a focus on finding equitable solutions that benefit all stakeholders.
Example: **Kamal Kishore**, a civil servant, played a significant role in the post-disaster management efforts during the 2013 Uttarakhand floods in India.

Conclusion:

Empathy and compassion should be considered alongside intellectual competence and moral qualities as critical attributes for civil servants to possess. By emphasizing the importance of empathy and compassion in the civil service, we can help ensure that our policies and programs are designed to truly serve the needs of our communities.

Value Addition:

- **Empathy:** Empathy is the ability to understand and share the feelings, experiences, and perspectives of others, putting oneself in their shoes and responding with compassion and care.
- **Examples:**
 - **Mother Teresa:** Roman Catholic nun who dedicated her life to serving the poor and marginalized in Kolkata, India.
 - **Kailash Satyarthi:** Children's rights activist working to combat child labor and promote education.
- **Compassion:** Compassion is a deep feeling of sympathy, concern, and empathy for the suffering or distress of others. It involves a genuine desire to alleviate their pain and promote their well-being.

Examples:

- **Dr. Prakash Amte:** Dedicated to serving tribal communities in Maharashtra, providing healthcare, education, and sustainable development.
- **Baba Amte:** Social activist who worked for the welfare of leprosy patients and the disabled, challenging societal prejudices.

- Q3. The Rules and Regulations provided to all the civil servants are the same, yet there is a difference in the performance. Positive minded officers are able to interpret the Rules and Regulations in favor of the case and achieve success, whereas negative minded officers are unable to achieve goals by interpreting the same Rules and Regulations against the case. Discuss with illustrations. (150 words, 10 Marks)**

Answer:

Approach:

- **Introduction:** Write your views on the above statement, relate it with the civil services.
- **Body:**
 - Mention the approach of positive as well as negative officers with respect to rules and regulations
 - Add examples to substantiation
- **Conclusion:** Give prospective way ahead.

Introduction:

It is true that all civil servants are provided with the same set of rules and regulations to govern their conduct. However, the performance of civil servants can differ significantly depending on their mindset and approach to these rules and regulations.

Body:

- **Positive-minded officers** tend to interpret the rules and regulations in a way that benefits the case at hand. They see the rules as guidelines to be applied in a manner that is fair and just, rather than rigid laws that must be strictly adhered to. By using their discretion in a positive way, these officers are able to achieve success in their work, even when faced with complex or challenging situations.

For example, consider a positive-minded officer working in the field of social welfare. This officer may interpret the rules and regulations in a way that allows them to provide additional support to a family that is in dire need, even if that support is not explicitly outlined in the regulations.

By taking a more flexible approach, this officer can make a significant difference in the lives of the people they serve, and achieve positive outcomes for the community.

- On the other hand, **negative-minded officers** may interpret the same rules and regulations in a way that is overly rigid and inflexible. They may see the rules as a way to restrict their actions and limit their ability to achieve their goals. This mindset can prevent them from using their discretion in a positive way, and can ultimately lead to poor performance.

For example, consider a negative-minded officer working in the field of public safety. This officer may interpret the rules and regulations in a way that restricts their ability to build relationships with the community they serve.

Instead of using their discretion to communicate with the community and establish trust, this officer may view the rules as a way to limit their interactions and maintain a distance from the community.

Conclusion:

It is essential to encourage civil servants to adopt a positive mindset and approach towards their work, so that they can use their discretion in a way that benefits the community they serve. By doing so, we can ensure that civil servants are able to achieve positive outcomes and make a meaningful difference in the lives of the people they serve.

Q4. It is believed that adherence to ethics in human actions would ensure the smooth functioning of an organization/system. If so, what does ethics seek to promote in human life? How do ethical values assist in the resolution of conflicts faced by him in his day-to-day functioning? (150 words, 10 Marks)

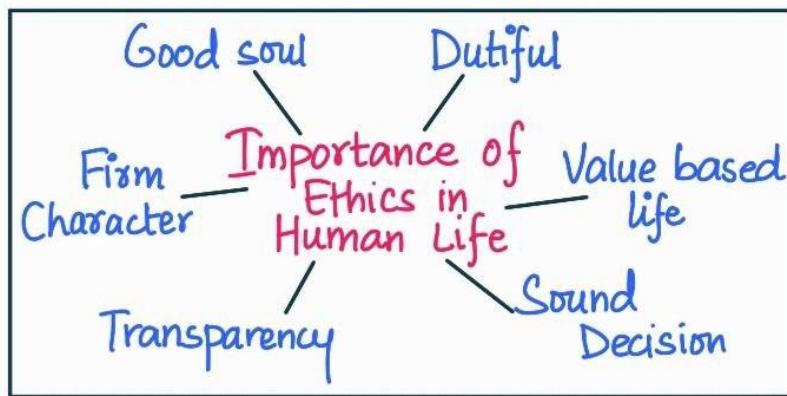
Answer:

Approach:

- **Introduction:** Write about ethics and its role in human actions.
- **Body:**
 - Adherence to ethics ensures smooth functioning of an organization.
 - Substantiate with examples.
 - How ethical values resolve conflicts.
- **Conclusion:** Significance of ethical values.

Introduction:

Adherence to ethics is essential for the smooth functioning of any organization or system. Ethics seeks to promote moral values and principles that guide human behavior towards what is good and right. It emphasizes the importance of honesty, integrity, fairness, responsibility, respect, and compassion in human life.



Body:

- **Ethical values assist in the resolution of conflicts faced by individuals in their day-to-day functioning.** When ethical values are embraced and practiced, they provide a framework for individuals to make decisions that are fair and just. This helps to reduce the likelihood of conflicts arising in the first place.
- In situations where conflicts do arise, ethical values can guide individuals towards resolving them in a way that is constructive and beneficial for all parties involved.
 - **For example,** if an individual is faced with a conflict where they have to choose between personal gain and the greater good, ethical values such as integrity and responsibility would guide them towards making a decision that prioritizes the greater good.
 - **Ethics also seeks to promote social harmony by fostering a sense of mutual respect and understanding among individuals.** When individuals embrace ethical values, they become more empathetic towards others and are more likely to consider the impact of their actions on the people around them. This helps to promote a culture of trust and cooperation, which is essential for the smooth functioning of organizations and systems.

Some examples to illustrate how ethical values assist in the resolution of conflicts faced by individuals in their day-to-day functioning:-

- **Workplace conflicts:**

In the workplace, conflicts can arise between colleagues or between employees and management. Ethical values such as honesty, integrity, and respect can guide individuals towards resolving these conflicts in a constructive manner.

- **For example,** if an employee is faced with a situation where they are asked to do something unethical by their supervisor, they can use their ethical values to make a decision that prioritizes honesty and integrity. This may involve speaking up against the unethical request, which can lead to a constructive resolution of the conflict.

- **Personal conflicts:**

In personal relationships, conflicts can arise due to differences in opinions or values. Ethical values such as empathy and respect can guide individuals towards resolving these conflicts in a way that is beneficial for all parties involved.

- **For example,** if two friends have a disagreement over a sensitive topic such as politics or religion, they can use their ethical values to engage in a respectful dialogue that allows both parties to express their opinions and understand each other's perspectives. This can lead to a constructive resolution of the conflict, where both parties feel heard and respected.

Conclusion:

Ethical values provide a framework for individuals to make decisions that are fair, just, and beneficial for all parties involved. They guide individuals towards resolving conflicts in a constructive manner, and foster a culture of trust and cooperation that is essential for the smooth functioning of organizations and systems.

Value Addition:-

Ethics: Ethics refers to the moral principles and values that guide individuals and societies in distinguishing right from wrong, influencing behavior and decision-making.

Examples:

- **Ela Bhatt:** Founder of SEWA, dedicated to promoting the rights and welfare of marginalized women workers.
- **Ratan Tata:** Former chairman of Tata Sons, prioritized ethical business practices and corporate social responsibility.

Q5. Ethics is knowing the difference between what you have the right to do and what is right to do.'-Potter Stewart. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Explain the quotation or write the definition of ethics.
- **Body:**
 - Analyze your points in different perspectives along with appropriate examples.
 - Add different dimensions from various fields.
- **Conclusion:** Conclude with the significance in public service or life.

Introduction:

Potter Stewart's quote, "Ethics is knowing the difference between what you have the right to do and what is right to do," emphasizes the importance of considering not only what we have the legal or moral right to do but also what is morally right and justifiable.

Body:

Here some of the examples to illustrate the quote:

• **Freedom of Speech vs. Hate Speech:**

Legal Right: Individuals have the right to express their opinions freely.

Ethical Responsibility: It is not right to engage in hate speech or spread false information that incites violence or promotes discrimination.

For example, when activist **Kunal Kamra** criticizes government policies, he exercises his right to free speech responsibly by expressing his dissent without resorting to hate speech.

• **Right to Privacy vs. Data Protection:**

Legal Right: People have the right to privacy, including the protection of their personal data.

Ethical Responsibility: Companies collecting user data must ensure the ethical use and protection of that data.

For instance, when **UIDAI** (Unique Identification Authority of India) faces criticism for its handling of Aadhaar data breaches, it highlights the importance of respecting the right to privacy and taking appropriate measures to safeguard personal information.

• **Economic Development vs. Environmental Conservation:**

Legal Right: Businesses have the right to pursue economic development.

Ethical Responsibility: It is right to balance economic progress with environmental conservation.

An example is the case of Sunderlal Bahuguna, an environmental activist who fought for the preservation of forests and spoke against the construction of **Tehri Dam**, advocating for sustainable development and protecting the rights of local communities.

• **Right to Protest vs. Public Order:**

Legal Right: Citizens have the right to peaceful assembly and protest.

Ethical Responsibility: It is not right to engage in violent or disruptive protests that harm public order or put lives at risk.

For instance, when activist **Medha Patkar** leads peaceful protests against unjust land acquisitions and displacement, she exercises her right to protest while adhering to ethical principles of non-violence and respect for public safety.

Conclusion:

In all of these examples, ethical considerations go beyond legal or personal rights and require us to consider the impact of our actions on others and act in a way that is fair and justifiable. By doing so, we can create a more just and equitable society where the rights of all individuals are respected and protected.

Q6. "If a country is to be corruption free and become a nation of beautiful minds, I strongly feel there are three key societal members who can make a difference. They are the father, the mother and the teacher." – Abdul Kalam. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Explain the quotation.

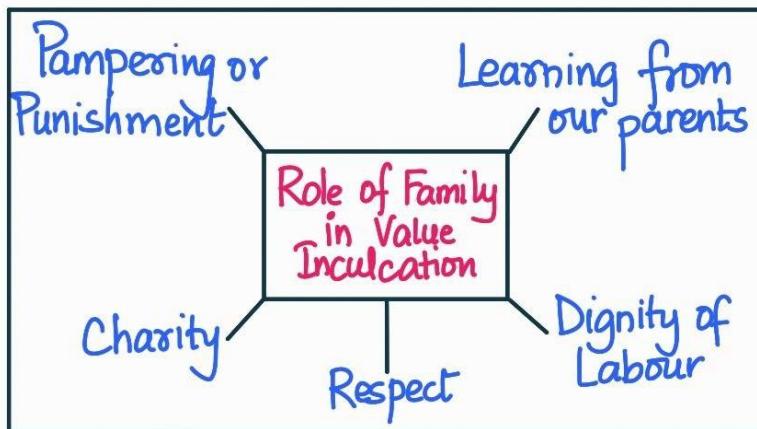
Body:

- Role of father, Mother and teacher as well as society in making a country corruption-free
- Substantiating with examples.
- Government initiatives in this regard.

- **Conclusion:** Give prospective way ahead and suggestions to tackle it.

Introduction:

Abdul Kalam's quote highlights the importance of parents and educators in shaping the moral values and ethical principles of future generations.



Body:

Here some of the examples to illustrate the quote:

- **Parents:**

Parents play a crucial role in instilling moral values and ethics in their children. Children learn by observing the behavior of their parents and emulating their actions.

Parents can set a good example by being honest, respectful, and responsible in their own lives. They can also teach their children the importance of honesty, integrity, and fairness by explaining their values and beliefs.

- **For example,** parents can teach their children the importance of being honest by encouraging them to admit their mistakes and apologize when they have done something wrong. They can also teach their children the value of empathy and compassion by volunteering together at a local charity or helping out a neighbor in need.

- **Teachers:**

Teachers play a vital role in shaping the ethical values of their students. They can inspire their students to be honest, fair, and responsible in their actions and decisions.

Teachers can promote ethical behavior by modeling it themselves, creating a safe and respectful learning environment, and providing guidance and support to students who may be struggling.

- **For example,** teachers can teach their students about the importance of integrity by creating assignments that require them to research and analyze ethical dilemmas. They can also encourage their students to engage in volunteer work and community service to develop a sense of empathy and social responsibility.

Conclusion:

By promoting ethical behavior and instilling moral values, we can create a more just and equitable society where corruption is not tolerated, and individuals are encouraged to act with integrity and social responsibility.

Value Addition:

Corruption:

Misuse of entrusted authority for personal benefit or illicit gain.

Kautilaya's views on corruption:-

Just as it is impossible not to taste the honey or the poison that finds itself at the tip of the tongue, so it is impossible for a government servant not to eat up, at least, a bit of the king's revenue. Just as fish moving under water cannot possibly be found out either as drinking or not drinking water, so government servants employed in the government work cannot be found out taking money.

Examples:

- **2G Spectrum Scam:** Massive corruption scandal involving underpricing and unfair allocation of telecom licenses, resulting in billions of dollars of loss to the Indian government.
- **Vyapam Scam:** The Vyapam (Vyavsayik Pariksha Mandal) scam, uncovered in Madhya Pradesh in 2013, involved the manipulation of entrance exams for professional courses and government jobs.

Q7. "Judge your success by what you had to give up in order to get it." -Dalai Lama. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write the meaning of the quote in relevant context.
- **Body:**
 - Illustrate the quote with proper examples.
 - Try to add various dimensions.
- **Conclusion:** Conclude by relevant statements or learning experience.

Introduction:

The quote by Dalai Lama, highlights the idea that success often requires sacrifice and that the true measure of success is not just what we achieve but also what we are willing to give up in order to achieve it.

Body:

Here some of the examples to illustrate the quote:

Entrepreneurship:

- Starting a business requires a lot of hard work, dedication, and sacrifice. Successful entrepreneurs often have to give up their free time, personal relationships, and sometimes even financial security to get their business off the ground.

- They may have to work long hours, give up weekends and holidays, and invest their own money into the business. However, the reward for this sacrifice can be a successful and thriving business that provides financial stability and personal fulfillment.

Athletes:

- Achieving success in education often requires significant sacrifice. Students may have to give up their social life, hobbies, and sometimes even time with their family to study and complete assignments.
- They may have to forego opportunities for part-time work or internships to focus on their studies, and sometimes they may even have to take out student loans to pay for tuition. However, the reward for this sacrifice can be a degree that opens up doors to higher-paying jobs and opportunities for personal and professional growth.

Athletes:

- Professional athletes often have to make significant sacrifices to achieve success in their sport. They may have to give up time with their family and friends to train, travel extensively, and maintain a strict diet and exercise routine.
- They may also have to endure injuries, setbacks, and disappointments to reach their goals. However, the reward for this sacrifice can be a successful and fulfilling career, financial security, and the opportunity to inspire and motivate others.
- To achieve success, individuals may have to give up their free time, personal relationships, financial security, and more. However, the reward for this sacrifice can be significant, including financial stability, personal fulfillment, and the opportunity to inspire and motivate others.

Conclusion:

By judging success not just by what we achieve but also by what we are willing to give up, we can cultivate a sense of appreciation and gratitude for the sacrifices we have made along the way.

Q8. What do you understand about the term 'good governance'? How far have recent initiatives in terms of e-Governance steps taken by the State have helped the beneficiaries? Discuss with suitable examples. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Define good governance.
- **Body:**
 - Mention the examples for substantiating good governance.
 - Various government initiatives in this regard.
- **Conclusion:** Conclude with the way forward and what more needs to be done.

Introduction:

Good governance refers to the effective and efficient management of public resources, institutions, and services to ensure that they are transparent, accountable, and responsive to the needs of the citizens. It involves a combination of sound policies, efficient public administration, and active participation of citizens in decision-making processes.



Body:

Recent initiatives in terms of e-Governance steps taken by the State have greatly helped the beneficiaries:-

- **Digital Services:** Initiatives like Digital India, e-Government Portals, and online platforms for service delivery have made government services more accessible to citizens.

For example, the online portal for passport applications has streamlined the application process, reducing paperwork and long waiting times.

- **Transparency and Accountability:** Online platforms have enhanced transparency in government processes, making information readily available to the public.

For example:- Initiatives like e-Tendering and e-Procurement have reduced corruption and favoritism in public procurement. The use of e-Governance in public financial management has improved accountability and reduced instances of financial irregularities.

- **Citizen Engagement:** E-Governance initiatives have provided platforms for citizen engagement and participation in decision-making processes.

For instance, initiatives like MyGov.in allow citizens to contribute ideas, suggestions, and feedback on various policies and programs, promoting a more inclusive and participatory approach to governance.

- **Online Grievance Redressal:** The introduction of online grievance redressal portals in e-Governance.

Example: Centralized Public Grievance Redress and Monitoring System (CPGRAMS) has made it easier for beneficiaries to register complaints and seek resolution.

- **Efficient Service Delivery:** E-Governance has improved the efficiency and speed of service delivery.

For example, initiatives like **Direct Benefit Transfer (DBT)** enable the direct transfer of government subsidies and benefits to beneficiaries' bank accounts, eliminating intermediaries and reducing leakages.

Conclusion:

e-Governance initiatives have significantly improved the efficiency and effectiveness of government services, increased transparency, reduced corruption, and enhanced citizen participation in decision-making processes. However, there is still much room for improvement, and it is important that the government continues to invest in and expand e-Governance initiatives to further improve public services and promote good governance.

Q9. Online methodology is being used for day-to-day meetings, institutional approvals in the administration and for teaching and learning in the education sector to the extent telemedicine in the health sector is getting popular with the approvals of the competent authority. No doubt it has advantages and disadvantages for both the beneficiaries and the system at large. Describe and discuss the ethical issues involved in the use of online methods particularly to vulnerable sections of society. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Contextual introduction or write about digitalisation.
- **Body:**
 - Mention the ethical issues involved in it along with proper substantiation.
 - Advantages and disadvantages of online methodology.
- **Conclusion:** Give prospective way ahead

Introduction:

The use of online methodology for day-to-day meetings, institutional approvals, and education has become increasingly popular, especially during the pandemic. While it offers numerous advantages such as convenience, accessibility, and cost-effectiveness, it also presents ethical issues, particularly when it comes to the vulnerable sections of society.

Body:

Ethical issues involved in digitisation :-

Inequitable Access: Limited internet access and technological infrastructure disproportionately affect vulnerable sections, such as rural communities, tribal populations, and economically disadvantaged individuals, widening the digital divide.

Example: Lack of internet connectivity in remote villages hinders access to online education resources, leaving marginalized students at a disadvantage.

Exclusion of Non-Digital Natives: Older adults and individuals with limited digital literacy may struggle to adapt to online systems, leading to their exclusion from essential services and opportunities.

Example: Senior citizens, particularly those from marginalized backgrounds, face challenges in accessing online healthcare consultations due to limited technological proficiency.

Cybersecurity Risks: Vulnerable individuals may fall victim to online fraud, data breaches, or identity theft, compromising their privacy and financial well-being.

Example: Phishing scams targeting unsuspecting individuals, including senior citizens, can lead to financial losses and personal information misuse.

Online Harassment and Exploitation: Vulnerable groups, such as women, children, and LGBTQ+ individuals, may face increased risks of online harassment, cyberbullying, and exploitation.

Example: Instances of online stalking and harassment of women on social media platforms highlight the need for robust safeguards and mechanisms to protect vulnerable individuals.

Bias and Discrimination: Online algorithms and automated decision-making systems may perpetuate biases and discrimination, affecting vulnerable populations, such as marginalized communities and ethnic minorities.

Example: Biased facial recognition technology that disproportionately misidentifies individuals with darker skin tones can lead to discriminatory outcomes in law enforcement and public surveillance.

Conclusion:

It is also important to be aware of the potential biases and discrimination that can arise and to take steps to mitigate them. Ultimately, the use of online methodology should be guided by ethical principles such as fairness, respect for privacy, and concern for the well-being of all individuals involved.

Q10. The Russia and Ukraine war has been going on for the last seven months. Different countries have taken independent stands and actions keeping in view their own national interests. We are all aware that war has its own impact on the different aspects of society, including human tragedy. What are those ethical issues that are crucial to be considered while launching the war and its continuation so far? Illustrate with justification the ethical issues involved in the given state of affair. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Brief introduction in accordance to the context of the question.
- **Body:**
 - Mention the ethical issue involved in the given state of affairs.
 - Add impacts for further substantiation.
- **Conclusion:** Conclude by relevant statements or present context and implications.

Introduction:

The ongoing conflict between Russia and Ukraine has entered its seventh month, resulting in a devastating humanitarian crisis and raising numerous ethical concerns. As different countries have taken independent stands and actions based on their national interests, it becomes essential to explore the ethical issues associated with the launch and continuation of the war.

Body:

Ethical issues involved in Ukraine Russia War:-

- **One of the primary ethical issues** is the **principle of non-intervention**, which prohibits states from using force or intervening in the affairs of other states. While some countries may argue that intervention is necessary to protect human rights and prevent further conflict, it can also be seen as a violation of sovereignty and the right to self-determination.
- **Another ethical issue** is the **principle of proportionality**, which requires that the use of force be proportionate to the intended military objective and not cause excessive harm to civilians or non-combatants. In the case of the Russia-Ukraine conflict, there have been

reports of civilian casualties and damage to infrastructure, raising concerns about whether the use of force has been proportional.

- Additionally, the principle of discrimination, which requires that the use of force be directed only at legitimate military targets and not harm civilians, has been called into question. There have been allegations of indiscriminate attacks on civilian areas, such as residential neighborhoods and hospitals, leading to the loss of innocent lives and damage to essential infrastructure.
- The impact of the conflict on human rights and the humanitarian situation is also a significant ethical issue. The conflict has led to the displacement of hundreds of thousands of people, including refugees and internally displaced persons, as well as reports of human rights abuses and violations, such as arbitrary detention, torture, and extrajudicial killings.
- Moreover, the economic and environmental consequences of the conflict are also ethical concerns. The conflict has disrupted trade, damaged infrastructure, and caused environmental damage, such as oil spills, leading to long-term economic and environmental consequences for both countries.

Conclusion:

Russia-Ukraine conflict raises numerous ethical issues related to the use of force, human rights, and the humanitarian situation, as well as economic and environmental consequences. It is crucial for all parties involved to consider these ethical issues and work towards a peaceful resolution that respects human rights and protects civilians from harm.

Q11. Write short notes on the following in 30 words each:

- (i) Constitutional morality
- (ii) Conflict of interest
- (iii) Probity in public life
- (iv) Challenges of digitalization
- (v) Devotion to duty

Answer:

Approach:

- **Introduction:** Contextual introduction with respect to public service.
- **Body:** Explain all those terms along with proper examples from various domains.
- **Conclusion:** Conclude with present context in public service.

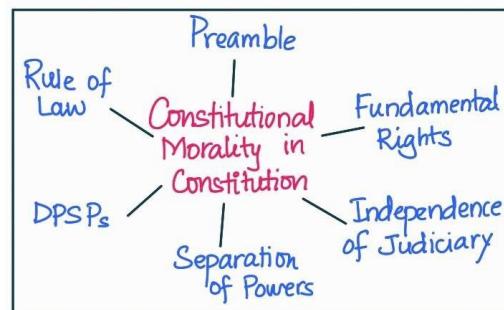
Introduction:

In the realm of governance and public affairs, certain concepts and principles play a significant role in ensuring ethical conduct and the proper functioning of societies.

Body:-

Understanding these concepts is crucial for fostering transparency, accountability, and integrity.

1. **Constitutional morality:** Constitutional morality is the adherence to the principles and values enshrined in the Constitution.



For example, when the Indian Supreme Court upheld the constitutional validity of the right to privacy as a fundamental right, it was a clear example of adherence to constitutional morality.

2. **Conflict of interest:** Conflict of interest arises when an individual or organization has competing interests or loyalties that may influence their actions or decisions.
For example, if a public official owns shares in a company that is seeking government contracts, it would be a conflict of interest for that official to participate in the decision-making process related to that contract.
3. **Probity in public life:** Probity in public life refers to the adherence to ethical and moral principles by public officials.
For example, when a public official discloses their assets and liabilities to the public, it demonstrates their commitment to transparency and accountability in public life.
4. **Challenges of digitalization:** Challenges of digitalization include privacy and security concerns, access and inclusivity issues, and the need for digital literacy and skills.
For example, with the increased use of digital technologies for remote work and learning during the **COVID-19** pandemic, concerns about data privacy and cyber threats have become more pressing.
5. **Devotion to duty:** Devotion to duty refers to the commitment and responsibility of individuals to perform their tasks and responsibilities to the best of their abilities, without bias or favoritism.
For example, when doctors and healthcare workers continue to work tirelessly during a pandemic, despite the risks to their own health, it demonstrates their devotion to duty and commitment to serving society.

Q12. Whistleblower, who reports corruption and illegal activities, wrongdoing and misconduct to the concerned authorities, runs the risk of being exposed to grave danger, physical harm and victimization by the vested interests, accused persons and his team. What policy measures would you suggest to strengthen the protection mechanism to safeguard the whistleblower? (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about the meaning of whistle-blowers
- **Body:**
 - Write about issues with whistleblowers.
 - Mention the policy measures to strengthen protection mechanisms for whistleblowers.
- **Conclusion:** Conclude with the way forward or suggestions.

Introduction:

Whistleblowers are individuals who expose and report information about corruption, illegal activities, wrongdoing, and misconduct occurring within an organization or institution. They play a crucial role in bringing to light hidden or unethical practices that may otherwise go unnoticed

Body:

To strengthen protection mechanisms for whistle-blowers, the following policy measures can be suggested:

- **Clear legal framework:** There should be a clear legal framework that ensures protection of whistle-blowers from retaliation, victimization, and discrimination along with proper implementation of **whistle-blowers protection act,2014**.
- **Anonymity:** Whistle-blowers should be given the option to remain anonymous, as revealing their identity can put them in harm's way.
- **Protection against retaliation:** Legal provisions must be put in place to protect whistle-blowers from retaliation, victimization, and discrimination. This includes protection against loss of employment, demotion, or harassment.
- **Support and compensation:** Whistle-blowers should be provided with support and compensation for any harm or retaliation they may face as a result of their whistleblowing. This includes financial compensation, legal assistance, and counseling.

- **Awareness campaigns:** Regular awareness campaigns should be conducted to educate people about the importance of whistleblowing and the protection mechanisms available to them.
- **Confidentiality:** The identity of whistle-blowers and the information provided by them should be kept confidential.
- **Independent body:** An independent body should be established to investigate the complaints made by whistle-blowers and take appropriate action against the accused persons.
- **Training:** Employees should be provided with regular training on how to identify and report wrongdoing, and how to protect themselves from retaliation if they do choose to blow the whistle.

Conclusion:

Strengthening protection mechanisms for whistle-blowers is essential to encourage and promote transparency and accountability in public and private organizations.

Q13. In the contemporary world, the corporate sector's contribution in generating wealth and employment is increasing. In doing so, they are bringing in unprecedented onslaught on the climate, environmental sustainability and living conditions of human beings. In this background, are Responsibility (CSR) efficient and sufficient enough to fulfill the social roles and responsibilities needed in the corporate work mandated? Critically examine. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Explain about corporate social responsibility
- **Body:**
 - Give both sides of arguments to critically examine the statement.
 - Add examples to substantiate your arguments.
- **Conclusion:** Give prospective way ahead

Introduction:

Corporate Social Responsibility (CSR) is a voluntary initiative undertaken by corporations to integrate social, environmental and ethical concerns into their business operations and interactions with stakeholders.

While CSR has gained momentum in recent years, the question remains whether it is efficient and sufficient enough to fulfill the social roles and responsibilities needed in the corporate world.

Body:

Significance of CSR initiatives:-



- On the one hand, **CSR initiatives** have brought about positive changes in society, including environmental sustainability, education, healthcare, and poverty alleviation.
 - **For example,** several corporations have launched initiatives to reduce their carbon footprint, support education and skill development programs for underprivileged sections of society, and provide disaster relief aid.

- On the other hand, **critics argue that CSR is not enough to address the fundamental social and environmental challenges** that corporations face. CSR initiatives are often voluntary, ad-hoc, and driven by public relations considerations rather than genuine concern for social impact.
- Additionally**, CSR initiatives can serve as a smokescreen for corporations to mask unethical and exploitative business practices, such as labor rights violations, environmental degradation, and tax evasion.
- Therefore, it is important for corporations to adopt a more comprehensive approach to social responsibility, one that is integrated into their core business operations and values.
- This could include incorporating sustainable business practices, ensuring fair and ethical treatment of employees and suppliers, and engaging in transparent and accountable corporate governance.

Conclusion:

While CSR initiatives have their place in corporate responsibility, they are not sufficient in addressing the complex social and environmental challenges facing corporations. A more holistic approach to social responsibility is needed, which integrates social, environmental, and ethical considerations into the core business strategy and operations of corporations.

2021

Q1. Identify five ethical traits on which one can plot the performance of a civil servant. Justify their inclusion in the matrix. (150 words, 10 Marks)

Answer:

Approach:

- Introduction:** Write about the cruciality of effective functioning of government institutions.
- Body:**
 - Mention the Five ethical traits that can be used to evaluate the performance of a civil servant
 - Add examples to substantiate your points
- Conclusion:** Conclude by relevant statements.

Introduction:

The performance of civil servants is crucial for the effective functioning of government institutions and the delivery of public services. Assessing their performance requires a comprehensive evaluation that goes beyond conventional metrics. Ethical traits provide valuable insights into the conduct and integrity of civil servants.

Body:

Five ethical traits that can be used to evaluate the performance of a civil servant are:

- Integrity** - the ability to act honestly, fairly, and transparently, even in the face of pressure or temptation to do otherwise.
Example : T. N. Seshan, former Chief Election Commissioner of India, During his tenure, he introduced several reforms to ensure free and fair elections.
- Accountability** - the willingness to take responsibility for one's actions and decisions, and to be held accountable by others for their impact.
Example : In 2018, IAS officer Rohini Sindhuri Dasari took a tough stand against illegal mining in Karnataka, despite facing political pressure to turn a blind eye.
- Objectivity** - the ability to make decisions and take actions based on facts and evidence, rather than personal biases or emotions.
Example : Raghuram Rajan, former Governor of the Reserve Bank of India, is known for his data-driven approach to policy making.
- Respect for diversity** - the ability to recognize and appreciate the differences among individuals and groups, and to treat all stakeholders with dignity and respect.
Example : R. Subrahmanyam, former Chief Secretary of Andhra Pradesh, is known for his work in promoting diversity and inclusion.

- **Professionalism** - the ability to maintain high standards of conduct, appearance, and communication, and to uphold the values and norms of the civil service.

Example : K. Vijay Raghavan, Principal Scientific Adviser to the Government of India, has played a key role in shaping India's science and technology policies, and has worked to promote innovation and research across the country.

Conclusion:

Civil servants who possess these traits are more likely to earn the respect and confidence of the public, and to be effective in their roles as stewards of the public interest. By evaluating civil servants on these traits, organizations can identify areas for improvement and provide targeted training and support to help them better serve their constituents.

Q2. Identify ten essential values that are needed to be an effective public servant. Describe the ways and means to prevent unethical behavior in the public servants. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about the civil service and importance of values.
- **Body:**
 - Mention the Ten essential values that are needed to be an effective public servant.
 - Add examples to substantiate your points.
- **Conclusion:** Conclude with the way forward.

Introduction:

Public servants hold a critical role in serving the interests of the public, promoting the common good, and upholding the principles of good governance. To be effective in their roles, public servants must possess a set of essential values that guide their actions and decisions.



Body:

Ten essential values that are needed to be an effective public servant are:

1. **Integrity:** The ability to maintain ethical standards and principles.
Example: IAS officer **Ashok Khemka**, who refused to bow to political pressure and transferred several times for his integrity.
2. **Honesty:** The ability to tell the truth and be transparent in dealings.
Example: IAS officer **Tukaram Munde**, known for his honesty and transparency in carrying out his duties.
3. **Objectivity:** The ability to make decisions based on evidence and facts, rather than personal biases or interests.
Example: Election Commission of India, which operates independently to ensure free and fair elections.
4. **Accountability:** The ability to take responsibility for actions and decisions.
Example: Municipal Corporation of Greater Mumbai, which has set up a mechanism for citizens to hold officials accountable for their actions.
5. **Transparency:** The ability to provide information and be open in dealings.

Example: Central Information Commission, which ensures transparency in government processes by providing citizens the right to access information.

6. Respect for diversity: The ability to value and respect differences in culture, ethnicity, and religion.

Example: IAS officer **Rohini Sindhuri Dasari**, who organized a cultural festival to promote diversity in her district.

7. Professionalism: The ability to maintain high standards of conduct and behavior.

Example: Indian Police Service officer **Kiran Bedi**, known for her professionalism and dedication to public service.

8. Loyalty to the Constitution and the nation: The ability to prioritize national interests over personal or political interests.

Example: Former President of India **Dr. A.P.J. Abdul Kalam**, who was known for his loyalty to the nation and his commitment to its progress and development.

9. Dedication to public service: The ability to serve the public interest with sincerity and commitment.

Example: IAS officer **K. Vijayendra Pandian**, who worked tirelessly to improve public service delivery in his district.

10. Commitment to ethical behavior and principles: The ability to follow ethical principles and values in all actions and decisions.

Example: Indian Administrative Service officer **Pradeep Singh**, who scored the first rank in the UPSC civil services examination in 2019 and credited his success to his commitment to ethical behavior and principles.

To prevent unethical behavior in public servants, some ways and means are:

Training and education: The Government of India has launched several training and education programs for public servants, such as the mandatory online training on ethics and integrity for all IAS officers.

- **Code of conduct:** The Central Civil Services (Conduct) Rules, 1964, outline the ethical behavior expected of all public servants in India.
- **Monitoring and enforcement:** The Central Vigilance Commission (CVC) is an independent body that monitors and enforces ethical behavior in government agencies and public servants.
- **Whistle-blower protection:** The Whistle-blower Protection Act, 2014, provides protection to whistle-blowers who report corruption or malpractices in government agencies.
- **Transparency and accountability:** The Right to Information Act, 2005, promotes transparency and accountability in government processes by allowing citizens to access government information.

Conclusion:

To prevent unethical behavior in public servants, there is a need to promote a culture of integrity, transparency, and accountability in public organizations. This can be achieved through strong leadership, robust accountability mechanisms, regular training and education, and a focus on rewarding and recognizing ethical behavior.

Q3. Impact of digital technology as a reliable source of input for rational decision making is a debatable issue. Critically evaluate with suitable examples. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about the digitalisation or data related to it.
- **Body:**
 - Analyze the statement from both perspectives (Pros and Cons)
 - Add examples to substantiate your arguments.
- **Conclusion:** Give prospective way ahead

Introduction:

The impact of digital technology as a reliable source of input for rational decision making is a highly debated issue. While technology has undoubtedly revolutionized the way we collect, analyze, and process data, it has also introduced new challenges and concerns.

Body:

Role of digitalisation in rational decision making:

- On the one hand, digital technology has made it easier than ever before to collect and analyze large amounts of data quickly and efficiently. This has enabled businesses, governments, and individuals to make more informed decisions based on accurate, up-to-date information.
 - **For example,** data analytics tools have enabled companies to track customer behavior and preferences, allowing them to tailor their products and services to meet their customers' needs.
- On the other hand, there are concerns about the reliability of digital data and the potential for bias and manipulation.
 - **For example,** social media platforms have been accused of spreading misinformation and propaganda, which can distort people's perceptions and influence their decision-making. In addition, there are concerns about the privacy and security of digital data, as well as the potential for data breaches and cyberattacks.
- **One example of the impact of digital technology** on decision making in India is the use of digital platforms in the agricultural sector. India is a predominantly agrarian country, and many farmers struggle with low yields, poor quality inputs, and limited market access.
 - **For example,** Digital platforms such as Agri Bazaar, Cropin, and Ninjacart have emerged to address these challenges, providing farmers with access to real-time market information, weather forecasts, and input suppliers.
- While these platforms have the potential to improve the efficiency and profitability of agriculture, there are concerns about their impact on traditional agricultural practices and the potential for data breaches and privacy violations.
 - **For example,** there are concerns about the ownership of data generated by these platforms and the potential for third-party exploitation.

Conclusion:

The impact of digital technology on decision making is a complex and nuanced issue. While technology has undoubtedly brought many benefits, there are also concerns about its reliability, bias, and security. As such, it is important to approach the use of digital technology in decision making with caution and to prioritize transparency, accountability, and privacy.

Q4. Besides domain knowledge, a public official needs innovativeness and creativity of a high order as well, while resolving ethical dilemmas. Discuss with suitable examples. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about innovation and creativity in public service.
- **Body:**
 - Mention the ethical dilemma in each sector
 - Add points on how to resolve those ethical dilemmas.
- **Conclusion:** Conclude by showing the significance of innovation.

Introduction:

In today's complex world, public officials are often faced with ethical dilemmas that require them to think outside the box and come up with innovative solutions that uphold ethical standards while also ensuring effective governance.

Body:

Solving ethical dilemma by innovation and creativity:

- One such example of **the need for innovativeness and creativity in public officials** can be seen in India's **healthcare sector**.
- India is a country with a vast population and limited healthcare resources, which often leads to ethical dilemmas for public officials.
- **For example,** during the COVID-19 pandemic, public officials had to make difficult decisions about the allocation of resources such as hospital beds, oxygen supplies, and vaccines. These decisions had to be made quickly and with limited resources, often in the face of intense public pressure.
- To resolve these ethical dilemmas, public officials had to think innovatively and creatively.

- **For example**, some hospitals in India set up virtual ICUs to monitor patients remotely, which helped to free up physical ICU beds for more critical patients.
- **In addition**, some states in India implemented innovative vaccination drives, such as drive-through vaccination centers and door-to-door vaccination campaigns, to ensure that vaccines were distributed equitably and efficiently.
- Another example of the need for innovativeness and creativity in public officials can be seen in **India's education sector**. India is a country with a vast population and limited education resources, which often leads to ethical dilemmas for public officials.
 - **For example**, public officials have to make difficult decisions about the allocation of resources such as teachers, classrooms, and textbooks. These decisions have to be made with limited resources, often in the face of intense public pressure.
 - To resolve these ethical dilemmas, public officials have to think innovatively and creatively.
 - **For example**, some schools in India have implemented online education programs that allow students to access educational resources from anywhere, anytime.
 - In addition, some states in India have implemented innovative policies such as providing bicycles to girls to encourage them to attend school, and mid-day meal schemes to ensure that children from underprivileged backgrounds have access to nutritious food.

Conclusion:

The need for innovativeness and creativity in public officials is essential, particularly when resolving ethical dilemmas. The examples from India's healthcare and education sectors demonstrate that innovative and creative solutions can be found even in the face of limited resources and intense public pressure.

Public officials who possess these traits can make a significant positive impact on society while also upholding ethical standards.

Q5. What does each of the following quotations mean to you?

"Every work has to pass through hundreds of difficulties before succeeding. Those that persevere will see the light, sooner or later. -Swami Vivekananda (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Give the emphasis on the quote or can explain the perseverance.
- **Body:**
 - Mention the importance of perseverance in different areas with proper substantiation.
 - Provide relevant examples in the given context.
- **Conclusion:** Conclude accordingly with a positive approach.

Introduction:

The quote by Swami Vivekananda, emphasizes the importance of persistence and perseverance in the face of challenges and obstacles. The quote suggests that success is not achieved overnight, but rather through hard work, dedication, and resilience.

Body:

- This quote is particularly relevant in the context of India, which is a country that has faced numerous challenges and difficulties throughout its history. From colonialism to poverty and social inequality, India has had to overcome many obstacles to achieve progress and success.
- **One example** of the importance of perseverance in India can be seen in the country's space program. India's space program, which began in the 1960s, faced numerous challenges and setbacks, including limited funding, technology gaps, and international sanctions.
- However, despite these obstacles, Indian scientists and engineers persevered and continued to work towards their goal of developing a robust space program.
- This achievement was the result of years of hard work and dedication by Indian scientists and engineers, who refused to give up in the face of numerous challenges and setbacks.
- **Another example** of the importance of perseverance in India can be seen in the country's struggle for independence from British colonial rule.

- The independence movement, which began in the early 20th century, faced numerous obstacles, including violent repression by the British authorities and divisions among the Indian political leadership.
- However, despite these challenges, Indian leaders such as **Mahatma Gandhi and Jawaharlal Nehru** persisted in their struggle for independence, organizing mass movements and civil disobedience campaigns that eventually forced the British to grant India its freedom in 1947.

Conclusion:

By following the teachings of Swami Vivekananda and continuing to persevere in the face of difficulties, individuals and societies can overcome obstacles and achieve great things.

Q6. “We can never obtain peace in the outer world until and unless we obtain peace within ourselves.” – Dalai Lama (150 words, 10 Marks)

Answer:

Approach:

- Introduction:** Write about peace or explain the quotation.
- Body:**
 - Mention how individuals and communities have been able to achieve peace by first cultivating inner peace.
 - Add examples to substantiate your points.
- Conclusion:** Conclude suitably in present context.

Introduction:

This statement by the Dalai Lama emphasizes the importance of cultivating inner peace as a prerequisite for achieving peace in the external world. In other words, if we want to create a peaceful and harmonious society, we first need to work on ourselves and develop inner peace, compassion, and understanding towards others.

Body:

In an Indian context, there are numerous examples of how individuals and communities have been able to achieve peace by first cultivating inner peace.

For instance, the practice of yoga and meditation has been an integral part of Indian culture for thousands of years, and it is believed to help individuals attain inner peace, clarity of mind, and emotional stability.

Similarly, **Mahatma Gandhi**, who is widely regarded as the father of the Indian nation, was a strong advocate of non-violence and peaceful resistance. He believed that true peace could only be achieved by cultivating love and compassion within oneself, and by practicing non-violence in all aspects of life.

Furthermore, in Indian spirituality, the concept of ahimsa (non-violence) is deeply rooted, and it teaches that we should avoid causing harm to any living being, both physically and mentally. This principle has been a guiding force for many social and political movements in India, including the Indian independence movement led by Gandhi.

Other Examples:

- The Art of Living:** The Art of Living Foundation, founded by Sri Sri Ravi Shankar, is a non-profit organization that teaches various meditation and breathing techniques to promote inner peace and overall well-being. The foundation has millions of followers around the world and has been instrumental in spreading the message of peace and harmony.
- Yoga and Ayurveda:** Yoga and Ayurveda are ancient Indian practices that focus on physical, mental, and spiritual wellbeing. Yoga combines physical postures (asanas), breathing techniques (pranayama), and meditation to promote overall health and inner peace. Ayurveda, on the other hand, is a holistic system of medicine that uses natural remedies and lifestyle modifications to treat physical and mental ailments.
- The Dalai Lama:** The Dalai Lama, who is a revered spiritual leader, has been advocating for peace and compassion for decades. He believes that inner peace and compassion are the keys to achieving world peace and has been actively promoting these values through his teachings and public appearances.
- The Indian Constitution:** The Indian Constitution, which was adopted in 1950, is based on the principles of democracy, secularism, and social justice. These values are rooted in the

Indian philosophy of inclusiveness, compassion, and non-violence, and they reflect the country's commitment to promoting peace and harmony.

Conclusion:

Indian culture and philosophy are deeply rooted in the principles of cultivating inner peace, compassion, and understanding towards others. This has been reflected in various aspects of Indian life, including spirituality, medicine, politics, and social movements. By following these principles, individuals and communities can create a more peaceful and harmonious world.

Q7. Life doesn't make any sense without interdependence. We need each other, and the sooner we learn that, it is better for us all." -Erik Erikson word (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Contextual introduction or explain about the interdependence.
- **Body:**
 - Examples to substantiate the quote.
 - Add examples from various dimensions or fields.
- **Conclusion:** Conclude by relevant statements by showing the significance.

Introduction:

This statement by Erik Erikson highlights the importance of interdependence and cooperation in human life. It suggests that we cannot survive and thrive in isolation, and we need to recognize and appreciate the role of others in our lives. This principle is deeply ingrained in Indian culture and is reflected in various aspects of Indian life.

Body:

Here are some examples:

- **Joint families:** In India, it is common for multiple generations of a family to live together in a joint family. This reflects the idea of interdependence and cooperation, as family members support and rely on each other for various needs, including emotional, financial, and practical support.
- **Festivals and celebrations:** Indian festivals and celebrations are often community events that bring people together. For example, Diwali, the festival of lights, is celebrated by lighting lamps and sharing sweets with friends and neighbors. This reflects the idea of interdependence and cooperation, as people come together to celebrate and share their joy with each other.
- **Social and political movements:** India has a long history of social and political movements that have aimed to promote social justice and equality. These movements have often been based on the principles of interdependence and cooperation, as people come together to fight for a common cause and support each other in the struggle.
- **Traditional occupations:** In many parts of India, traditional occupations such as farming, fishing, and handicrafts are still prevalent. These occupations require cooperation and interdependence among members of the community, as they work together to achieve common goals and support each other in times of need.

Conclusion:

The principle of interdependence and cooperation is deeply ingrained in Indian culture and is reflected in various aspects of Indian life. By recognizing and appreciating the role of others in our lives, we can create a more harmonious and supportive society.

Q8. Attitude is an important component that goes as input in the development of human beings. How to build a suitable need for a public servant? (150 words, 10 Marks)

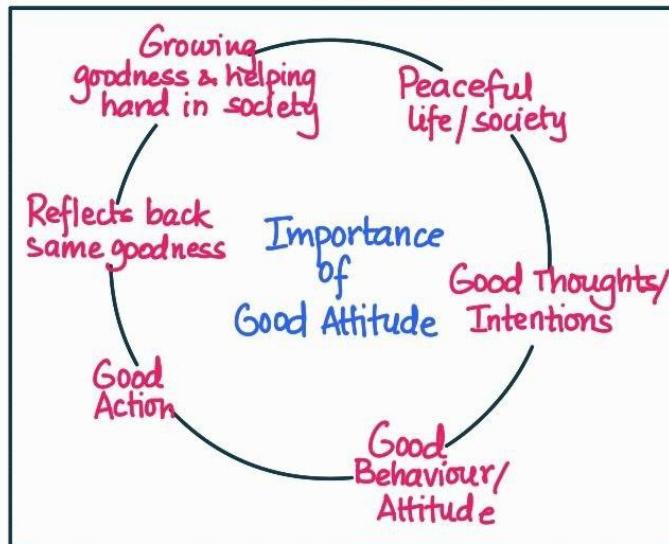
Answer:

Approach:

- **Introduction:** Explain about the cruciality of attitude.
- **Body:**
 - Write about various aspects for Attitude building.
 - Add examples to substantiate your points.
- **Conclusion:** Conclude accordingly.

Introduction:

Attitude is indeed a crucial component in the development of any individual, especially for public servants who serve as representatives of the government and are responsible for serving the public.



Body:

Attitude building can be done in the following aspects

- **Training and Development Programs:** Conducting regular training and development programs for public servants can help them develop the necessary skills and attitudes required for their job.
 - **For example,** training programs on ethics and integrity, communication skills, and conflict resolution can help public servants to build suitable attitudes.
- **Role Modeling:** Leaders and senior public servants can serve as role models for their subordinates. By demonstrating the right attitudes and behaviors, they can inspire their team members to emulate them.
- **Reward and Recognition:** Recognizing and rewarding public servants who exhibit the right attitudes and behaviors can reinforce positive attitudes and behaviors.
 - **For example,** recognizing a public servant who goes above and beyond to serve the public can encourage other public servants to do the same.
- **Accountability:** Public servants should be accountable for their actions and decisions. They should take ownership of their work and be transparent about their decisions.
- **Continuous Learning:** Public servants should be committed to continuous learning and development. They should keep themselves updated with the latest trends and best practices in their field of work.

Here are some Indian examples that illustrate how suitable attitudes can be built for public servants:

- **The Indian Administrative Service (IAS)** conducts regular training and development programs for its officers to equip them with the necessary skills and attitudes required for their job.
 - **For example,** the Lal Bahadur Shastri National Academy of Administration (LBSNAA) provides training on various aspects such as leadership, ethics, and communication.
- The Government of India has launched several initiatives to recognize and reward public servants who exhibit the right attitudes and behaviors. For example, the Prime Minister's Awards for Excellence in Public Administration recognizes public servants who have made significant contributions to improving governance and public service delivery.

- **The Delhi Metro Rail Corporation (DMRC)** is an excellent example of building suitable attitudes for public servants. The DMRC is known for its punctuality, efficiency, and customer service. This is achieved by emphasizing the need for its employees to be professional, accountable, and customer-focused.

Conclusion:

Building a suitable attitude for a public servant requires a multifaceted approach that focuses on professionalism, ethics and integrity, empathy, accountability, and continuous learning. By prioritizing these aspects, public servants can serve the public effectively and efficiently.

Attitude: Attitude refers to a person's underlying disposition, perspective, or mindset that influences their thoughts, feelings, and behavior in various situations.

EXAMPLE: A.P. Maheshwari: A.P. Maheshwari, an Indian civil servant, is known for his commendable work in the field of law enforcement. He served as the Director-General of the Border Security Force (BSF) and played a vital role in ensuring border security, combating terrorism, and maintaining law and order.

- Q9. In case of a crisis of conscience does emotional intelligence help to overcome the same without compromising the ethical or moral stand that you are likely to follow? Critically examine. (150 words, 10 Marks)**

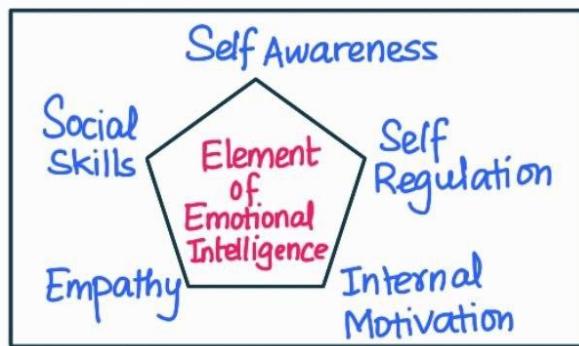
Answer:

Approach:

- **Introduction:** Define emotional intelligence.
- **Body:**
 - Mention some points how emotional intelligence can help individuals
 - Add examples to substantiate your arguments.
- **Conclusion:** Give prospective way ahead.

Introduction:

Emotional intelligence can certainly help individuals navigate a crisis of conscience without compromising their ethical or moral stand. Emotional intelligence refers to the ability to recognize, understand, and manage one's own emotions, as well as the emotions of others.



Body:

Emotional intelligence can be particularly helpful during a crisis of conscience, where individuals may experience conflicting emotions, such as guilt, fear, and anger.

Emotional intelligence can help individuals in the following ways:

- **Self-awareness:** Emotional intelligence can help individuals become more self-aware of their own emotions and values. This can help them understand the root cause of their crisis of conscience and how it is impacting their decision-making.
- **Self-regulation:** Emotional intelligence can help individuals manage their emotions and impulses in a way that aligns with their ethical or moral stand. This can help them avoid making impulsive decisions that may compromise their values.
- **Empathy:** Emotional intelligence can help individuals understand the emotions and perspectives of others, including those who may be impacted by their decision. This can help individuals make decisions that are fair, just, and compassionate.

- **Social skills:** Emotional intelligence can help individuals develop effective communication and conflict resolution skills. This can help them navigate challenging conversations with others, such as those who may have conflicting opinions or interests.

Here some of the Examples:

- **The Satyam Scandal:** In 2009, the chairman of Satyam Computers, Ramalinga Raju, admitted to falsifying the company's accounts and inflating its profits. The crisis of conscience faced by Raju could have been avoided if he had practiced emotional intelligence. By recognizing and managing his emotions, Raju could have made a different decision and avoided compromising his ethical stand.
- **The Nirbhaya Case:** In 2012, a young woman was brutally gang-raped in Delhi, which led to a widespread outrage across the country. The crisis of conscience faced by the public and the government officials could have been managed better if they had practiced emotional intelligence. By understanding and managing their emotions, the officials could have made decisions that were more empathetic towards the victim and the public.
- **The Indian Army:** The Indian Army is known for its high level of emotional intelligence. The soldiers are trained to manage their emotions and communicate effectively with their colleagues and the public. This has helped them navigate challenging situations, such as natural disasters and border conflicts, without compromising their ethical or moral stand.

Conclusion:

Emotional intelligence can be a valuable asset for public servants to navigate a crisis of conscience without compromising their ethical or moral stand. Therefore, developing emotional intelligence should be a priority for public servants to make ethical and moral decisions in challenging situations.

Emotional Intelligence: Emotional Intelligence refers to the ability to recognize, understand, manage, and express emotions effectively, both in oneself and in others, while also utilizing emotions to guide thinking and behavior.

EXAMPLES:

- **Indra Nooyi:** Former CEO of PepsiCo, demonstrated empathy and strong interpersonal skills, fostering a collaborative work culture.
- **Virat Kohli:** Indian cricketer, exhibits emotional intelligence by maintaining composure, motivating teammates, and enhancing team dynamics.

Q10. “Refugees should not be turned back to the country where they would face persecution or human right violation.” Examine the statement with reference to the ethical dimension being violated by the nation claiming to be democratic with open society. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Contextual introduction or add the current event linked to the issue.
- **Body:**
 - Mention the several instances where countries have violated this ethical obligation.
 - Add examples to substantiate your points.
- **Conclusion:** Conclude by relevant statements or way forward.

Introduction:

This statement highlights an ethical obligation of nations to protect the fundamental human rights of refugees. When a country turns back refugees to a place where they face persecution or human rights violations, it violates the ethical principles of justice, compassion, and respect for human dignity.

Body:

Examples for ethical dimension being violated by the nation claiming to be democratic with open society.

Violation of Non-refoulement Principle:

Example: Australia has faced criticism for its policy of turning back asylum seekers arriving by boat. In 2013, Australia implemented Operation Sovereign Borders, intercepting and returning boats carrying asylum seekers to their country of origin, including those facing persecution.

Lack of Compassion and Solidarity:

Example: Hungary's response to the refugee crisis has been criticized for lacking compassion and solidarity. In 2015, Hungary built fences along its borders to deter and prevent the entry of refugees.

Other examples:

- **The Rohingya crisis:** In 2017, the Rohingya, a Muslim minority in Myanmar, were subjected to a violent military crackdown. Over 700,000 Rohingyas fled to neighboring Bangladesh seeking refuge. However, Bangladesh, being a poor country with limited resources, was unable to accommodate such a large number of refugees. As a result, many Rohingyas were turned back to Myanmar where they faced persecution and human rights violations.
- **The Syrian refugee crisis:** The Syrian refugee crisis is one of the largest refugee crises in the world. Since the outbreak of the Syrian Civil War in 2011, millions of Syrians have fled their country seeking refuge in neighboring countries and Europe. However, several countries have refused to accept Syrian refugees, citing concerns about national security and economic burden.
- **The US-Mexico border crisis:** In recent years, thousands of migrants from Central America have been fleeing violence and poverty in their home countries and seeking asylum in the United States. However, the US government has implemented several policies to restrict asylum seekers, including turning back asylum seekers to Mexico where they face violence and human rights abuses.

In each of these examples, the countries violated the ethical obligation to protect the fundamental human rights of refugees. By turning back refugees to a place where they face persecution or human rights violations, these countries violated the principles of justice, compassion, and respect for human dignity.

Conclusion:

It is imperative that nations uphold their ethical obligation to protect the rights of refugees and provide them with the necessary support and assistance to live a life of dignity and security.

Q11. Should being impartial and being non-partisan be considered as indispensable qualities to make a successful civil servant? Discuss with illustrations. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about the civil services and values linked.
- **Body:**
 - Mention the importance of impartiality and nonpartisanship
 - Illustrate your points with relevant examples.
- **Conclusion:** Conclude accordingly with some suggestion or importance.

Introduction:

The civil service plays a critical role in the functioning of any government. Civil servants are responsible for the implementation of government policies and programs, and their decisions can have a significant impact on society. Therefore, it is important that civil servants remain impartial and non-partisan in their work to ensure that their decisions are based on merit and not influenced by personal biases or political affiliations.

Body:

Significance of impartiality and nonpartisan in civil service:-

- Impartiality refers to the ability of a civil servant to make decisions based on merit and without any bias or prejudice. It means treating all individuals and groups equally, regardless of their personal characteristics, social status, or political affiliations.
- Non-partisanship, on the other hand, refers to the ability of a civil servant to remain neutral and unbiased in political matters. It means that civil servants should not be aligned with any political party or ideology and should work for the benefit of the entire society, rather than a particular group or party.

Illustrations of the importance of impartiality and nonpartisanship can be seen in various countries.

- **For example**, in India, the Election Commission is responsible for conducting free and fair elections. The Election Commission is known for its impartiality and non-partisanship, as it ensures that all political parties and candidates are treated equally, and there is no discrimination based on political affiliations. This ensures that elections are conducted in a fair and transparent manner, and the results reflect the true will of the people.
- Similarly, in the **United States, the Federal Reserve** is responsible for monetary policy. The Federal Reserve is known for its independence and impartiality, as it makes decisions based on economic data and analysis, without any political interference. This ensures that monetary policy decisions are made in the best interest of the economy, rather than any particular political agenda.
- In both these examples, impartiality and non-partisanship are critical to ensuring the effective functioning of government institutions.
- Civil servants who remain impartial and non-partisan in their work can earn the trust and respect of the public and make decisions that benefit society as a whole. This, in turn, can help to build a strong and stable democracy, where government institutions work for the common good, rather than any particular group or party.

Conclusion:

Civil servants who remain impartial and non-partisan in their work can earn the trust and respect of the public and make decisions that benefit society as a whole, thereby helping to build a strong and stable democracy.

Q12. An independent and empowered social audit mechanism is an absolute must in every sphere of public service, including judiciary, to ensure performance, accountability and ethical conduct. Elaborate. (150 words, 10 Marks)

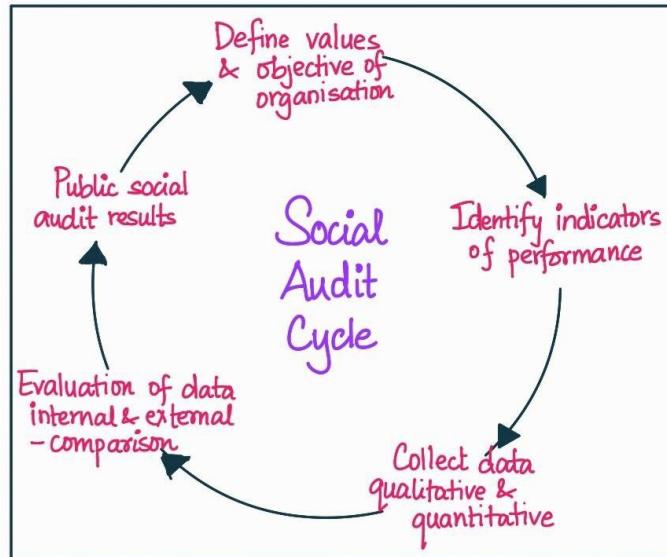
Answer:

Approach:

- **Introduction:** Define social audit.
- **Body:**
 - Explain how independent and empowered social audit mechanism is an absolute must in every sphere of public service
 - Add examples for clarity.
- **Conclusion:** Give prospective way ahead

Introduction:

Social audit is a process of assessing, monitoring and evaluating the performance of public services and programs by involving citizens and civil society organizations. It is an important tool for promoting transparency, accountability, and good governance.



Body:

An independent and empowered social audit mechanism is essential in every sphere of public service, including the judiciary, to ensure performance, accountability and ethical conduct.

- **Judiciary:**

Example: In India, the concept of social audit can be extended to the judiciary through mechanisms such as judicial review and transparency in the judicial process. Public scrutiny and evaluation of judicial decisions and the conduct of judges can contribute to accountability and enhance public trust in the judiciary.

Instances of social audits in the judiciary can include the examination of delays in case disposal, transparency in appointment processes, and ethical conduct of judges.

- **Public Services:**

Example: In India, the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) incorporates social audits to ensure transparency, accountability, and public participation in the implementation of the rural employment guarantee scheme.

Citizens, along with civil society organizations, conduct audits to verify work undertaken, wages paid, and the overall effectiveness of the program.

• Healthcare

Example: In India, initiatives like the Janani Shishu Suraksha Karyakram (JSSK) have implemented social audits to monitor the provision of maternal and child health services.

These audits involve the participation of community members, enabling them to assess the availability and accessibility of services, infrastructure, and the conduct of healthcare professionals.

• Education:

Example: In India, the Right to Education Act (RTE) mandates the involvement of School Management Committees (SMCs) in conducting social audits to monitor the implementation of educational policies.

SMCs, consisting of parents and community representatives, assess aspects such as teacher attendance, the functioning of mid-day meal programs, and infrastructure facilities.

• Public Infrastructure Projects:

Example: For instance, the Swachh Bharat Mission (Clean India Mission) in India incorporates social audits to evaluate the progress and impact of sanitation initiatives at the grassroots level.

These audits involve community members inspecting the construction and usage of toilets, assessing the effectiveness of the program, and identifying any discrepancies or issues.

Conclusion:

An independent and empowered social audit mechanism is essential in every sphere of public service, including the judiciary. It can help ensure that public services are delivered efficiently, transparently and accountability. In the case of the judiciary, social audit can help promote ethical conduct, transparency, and accountability, thereby enhancing public trust in the institution.

Q13. "Integrity is a value that empowers the human being." Justify with suitable illustration.
(150 words, 10 Marks)

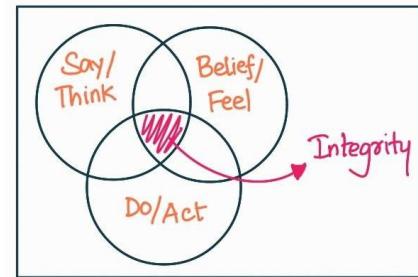
Answer:

Approach:

- **Introduction:** Definition of integrity.
- **Body:**
 - Mention how integrity empowers human beings.
 - Add examples for substantiation of your views.
- **Conclusion:** Write a relevant conclusion mentioning the significance of integrity.

Introduction:

Integrity is a personal value that encompasses honesty, transparency, and adherence to ethical principles. It is a value that empowers the human being by enabling them to act in accordance with their moral compass and principles. Individuals who possess integrity are respected for their honesty and are trusted by others.



Body:

In India, one example of a politician who is widely respected for his integrity is the former president of India, **Dr. A.P.J. Abdul Kalam**.

Kalam. Dr. Kalam was known for his integrity, honesty, and commitment to serving the people of India. He was highly respected by the public and was seen as a role model for young people.

Few more examples of how integrity empowers human beings:

- **Education:** Vinita Jain, a mathematics teacher in Mumbai who was awarded the National Teacher Award for her dedication to her students and her commitment to teaching with integrity.
- **Business:** Ratan Tata is widely respected for his commitment to ethical business practices and his dedication to serving the people of India. Under his leadership, Tata Group became one of the most respected and successful business conglomerates in India.
- **Law enforcement:** Julio Ribeiro, who served as the Director General of Police in several Indian states and was awarded the Padma Bhushan for his dedication to public service and his commitment to upholding the rule of law.
- **Healthcare:** **Dr. Devi Shetty**, a cardiologist who founded the Narayana Health chain of hospitals and is committed to providing affordable healthcare to all.

Conclusion:

Integrity empowers human beings in various fields and professions by enabling them to act in accordance with their moral principles. It inspires trust and confidence and helps to build strong relationships based on mutual respect and trust.

2020

Q1. Discuss the role of ethics and values in enhancing the following three major components of Comprehensive National Power (CNP) viz. human capital, soft power (culture and policies) and social harmony. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Definition of ethics and values.
- **Body:**
 - Mention some points that demonstrate the role of ethics and values in enhancing CNP
 - Add examples to substantiate your points.
- **Conclusion:** Conclude by relevant statements.

Introduction:

Ethics is a system of moral principles that helps us differentiate between right and wrong, good and bad, fair and unfair. These can be said to be the guiding light for human conduct.

Values are the individual principles or qualities that guide judgment and behavior of a person or a group. A person with strong values or character sticks to his principles and is not swept away, in crisis or under pressure.

Body:

Here are some examples from India that demonstrate the role of ethics and values in enhancing CNP:

- **Human Capital:** Ethics and values are essential in developing a skilled and productive workforce. In India, the concept of "**Vasudhaiva Kutumbakam**" (the world is one family) promotes the values of inclusivity, respect for diversity, and compassion.
- By embracing these values, India has been able to build a workforce that is diverse, skilled, and productive. This has helped India become a major player in the global economy.
- **Soft Power (Culture and Policies):** Ethics and values are also critical in building a nation's soft power. India is known for its rich cultural heritage, which includes diverse traditions, religions, and languages.

The principles of non-violence, tolerance, and respect for all religions and cultures are deeply ingrained in Indian culture. These values have helped India establish itself as a global leader in the areas of spirituality, art, and literature. **Panchsheel doctrine of India.**

- **Social Harmony:** Ethics and values play a crucial role in promoting social harmony. In India, the concept of "Ahimsa" (non-violence) is a core value that promotes peace and harmony among different communities. This value has been instrumental in maintaining social harmony in India despite its diversity.
- **For example,** the tradition of "Ganga-Jamuni Tehzeeb" in Lucknow, where people from different religions and cultures live together in peace and harmony, is a testament to the role of ethics and values in promoting social harmony.

Conclusion:

Ethics and values are essential in enhancing the components of CNP. By promoting ethical and moral principles, a society can develop a strong sense of unity, which is essential for the growth and development of a nation. India is a great example of how ethics and values can contribute to the development of a nation.

Q2. "Education is not an injunction; it is an effective and pervasive tool for all round development of an individual and social transformation". Examine the New Education Policy, 2020 (NEP, 2020) in light of the above statement. (150 words, 10 Marks)

Answer:

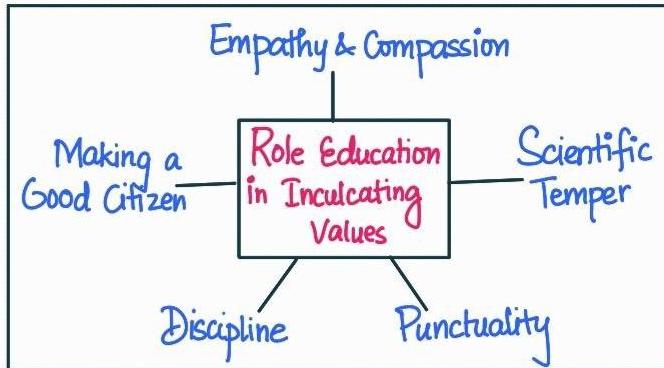
Approach:

- **Introduction:** Contextual introduction or mention about education linking with NEP 2020.
- **Body:**
 - Mention the role of education in promoting the holistic development of an individual and the transformation of society.
 - Add a few points from NEP 2020 to substantiate your views.
 - Analyze in a multi perspective.
- **Conclusion:** Conclude accordingly

Introduction:

This statement highlights the role of education in promoting the holistic development of an individual and the transformation of society.

The New Education Policy, 2020 (NEP, 2020) aims to address the gaps and challenges in the Indian education system and aligns with this statement.



Body:

National Mission on Foundational Literacy and Numeracy:

- NEP, 2020 proposes the establishment of a National Mission on Foundational Literacy and Numeracy.
- This mission aims to ensure that every child achieves foundational literacy and numeracy skills by the end of grade 3, focusing on early language and mathematics programs.

National Repository of Open Educational Resources (NROER):

- NEP, 2020 envisions the creation of the National Repository of Open Educational Resources (NROER).
- The NROER will provide open educational resources, including textbooks, videos, and other digital learning materials, to enhance access to quality educational content for learners and educators.

National Initiative for Curriculum Reforms:

- NEP, 2020 proposes a comprehensive review and revision of the school curriculum.
- This initiative aims to make the curriculum more flexible, multidisciplinary, and skill-oriented, integrating 21st-century skills, including critical thinking, creativity, problem-solving, and digital literacy.

National Education Technology Forum (NETF):

- NEP, 2020 suggests the establishment of the National Education Technology Forum (NETF).
- The NETF will serve as a platform for the exchange of ideas, collaboration, and research on integrating technology in education, ensuring the effective use of educational technology tools across the country.

National Assessment Centre - PARAKH:

- NEP, 2020 proposes the establishment of a National Assessment Centre called PARAKH.
- PARAKH will be responsible for developing a comprehensive framework for student assessments that focus on learning outcomes, critical thinking, and problem-solving skills.

National Institute for Early Childhood Care and Education (NIECCE):

- NEP, 2020 suggests the establishment of the National Institute for Early Childhood Care and Education (NIECCE).
- NIECCE will focus on research, capacity building, and policy development related to early childhood care and education, promoting the importance of the early years in a child's development.

National Academic Credit Bank (NAC-Bank):

- NEP, 2020 envisions the establishment of the National Academic Credit Bank (NAC-Bank).
- The NAC-Bank will serve as a repository of academic credits earned by students from different higher education institutions, enabling the seamless transfer of credits and encouraging interdisciplinary education.

Conclusion:

By focusing on these aspects, the NEP, 2020 can transform the Indian education system, making it more effective, relevant, and responsive to the changing needs of the society and the economy.

Q3. ‘Hatred is destructive of a person’s wisdom and conscience that can poison a nation’s spirit.’ Do you agree with this view? Justify your answer. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Explain about the hatredness.
- **Body:**
 - Mention the examples of how hatred has affected individuals and the country as a whole from different domains.
 - Link with current events around the world or in India.
- **Conclusion:** Give prospective way ahead

Introduction:

Hatred is a negative emotion that can cause significant harm to individuals and society. When people harbor hatred towards others, they lose their sense of judgment and reason, and their actions become driven by prejudice and bias. This kind of behavior can lead to violence, discrimination, and social unrest, which can have a significant impact on a nation's spirit and well-being.

Body:

Here are specific examples that illustrate the destructive nature of hatred at various levels:

Individual Level:

- **Adolf Hitler:** Adolf Hitler's deep-seated hatred towards certain ethnic and religious groups led to the Holocaust, resulting in the systematic genocide of millions of Jews and other minority communities.
- **Anders Behring Breivik:** Breivik's extreme hatred towards multiculturalism and Islam led him to carry out the 2011 terrorist attacks in Norway, killing 77 people and injuring many others.

Interpersonal Relationships:

- **Feuds and Vendettas:** Hatred between individuals or families can result in long-standing feuds and vendettas. These conflicts, fueled by hatred, can last for generations and cause immeasurable pain and loss of lives.

Societal Impact:

- **Rwandan Genocide:** The Rwandan Genocide in 1994 was fueled by long-standing ethnic tensions and hatred between the Hutu and Tutsi communities. It resulted in the brutal massacre of an estimated 800,000 people within a span of 100 days.
- **Ethnic Cleansing in the Balkans:** The Bosnian War in the 1990s witnessed ethnic cleansing fueled by deep-seated hatred. It resulted in the displacement, torture, and killing of thousands of Bosniaks, Croats, and Serbs.

Current Conflicts:

- **Israel-Palestine Conflict:** The ongoing Israel-Palestine conflict is fueled by deep-rooted hatred and animosity on both sides. This hatred perpetuates a cycle of violence, hindering the prospects of a peaceful resolution and causing immense suffering to civilians on both sides.
- **Rohingya Crisis:** The persecution and violence against the Rohingya Muslim minority in Myanmar, driven by hatred and discrimination, has resulted in mass killings, sexual violence, and forced displacement of hundreds of thousands of Rohingya people.

Conclusion:

It is essential to recognize the destructive nature of hatred and to work towards building a society that is based on inclusivity, respect, and understanding. Through the teachings of great leaders such as Mahatma Gandhi, we can learn the value of love and non-violence in creating a just and peaceful society.

Q4. What are the main components of emotional intelligence (EI)? Can they be learned? Discuss. (150 words, 10 Marks)

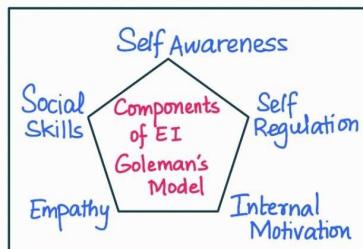
Answer:

Approach:

- **Introduction:** Define emotional intelligence.
- **Body:**
 - Mention the main components of EI.
 - Add examples to substantiate the components
 - How can it be learnt?
- **Conclusion:** Conclude by relevant statements showing the significance.

Introduction:

Emotional Intelligence (EI) refers to the ability to understand and manage one's emotions and those of others. It is a critical skill that can lead to better personal and professional relationships, effective communication, and successful leadership.



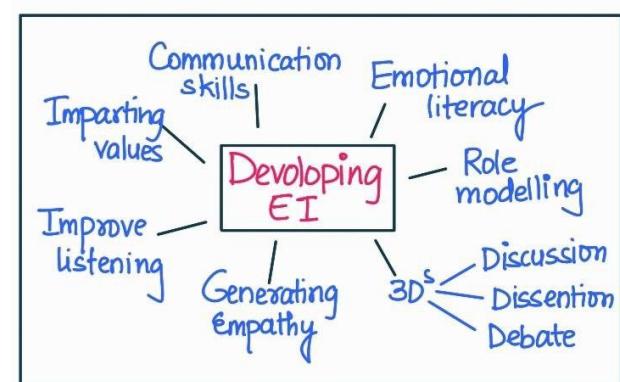
Body:

The main components of EI are as follows:

- **Self-Awareness:** This involves recognizing and understanding one's own emotions, including their strengths and weaknesses, and how they affect others. Self-awareness helps individuals to regulate their emotions and respond to situations in a more controlled manner.
 - **For example,** imagine a person who is aware that they become anxious in social situations. By recognizing their feelings, they can take steps to manage their anxiety and prepare themselves for those situations, leading to a more positive outcome.
- **Self-Regulation:** This refers to the ability to control one's emotions and impulses, even in stressful situations. Individuals who can self-regulate can remain calm and composed in difficult situations, avoiding impulsive behavior.
 - **For example,** a manager who is frustrated with an employee's performance but can regulate their emotions can provide constructive feedback rather than lashing out in anger, leading to a more positive outcome for everyone involved.
- **Motivation:** This component refers to the ability to motivate oneself towards achieving personal and professional goals, even in the face of adversity. Motivated individuals can set and achieve goals, despite challenges.
 - **For example,** imagine an entrepreneur who experiences setbacks but remains motivated to achieve their business goals. This motivation can lead to the creation of a successful business and a positive impact on the community.
- **Empathy:** This is the ability to understand and appreciate the emotions of others. Empathetic individuals can connect with others on an emotional level, leading to stronger relationships.
 - **For example,** a healthcare professional who shows empathy towards their patients can provide better care, leading to improved health outcomes.
- **Social Skills:** This component involves the ability to communicate effectively, build and maintain positive relationships, and work collaboratively with others. Individuals with strong social skills can lead, influence, and negotiate effectively.
 - **For example,** a manager who can communicate clearly and build positive relationships with their team can create a positive work environment, leading to higher productivity and job satisfaction.

Here are some ways in which emotional intelligence can be learned:

- Practice self-reflection and self-awareness exercises.
- Seek feedback from others and be open to constructive criticism.
- Learn and practice relaxation techniques, such as deep breathing or meditation, to help regulate emotions.
- Engage in activities that promote empathy, such as volunteering or working with diverse groups of people.
- Attend workshops or training sessions on emotional intelligence and related skills, such as communication and conflict resolution.
- Observe and learn from others who demonstrate strong emotional intelligence.



- Set goals and create a plan to work on developing emotional intelligence skills.

Conclusion:

Through consistent practice and application of these skills, individuals can build habits and increase their effectiveness in various areas of life. Ultimately, developing emotional intelligence can lead to a more fulfilling and successful life.

Q5. What teachings of Buddha are most relevant today and why? Discuss.(150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Contextual introduction or add some points about Buddha.
- **Body:**
 - Mention the Buddha's teachings that are particularly relevant today.
 - Explain how the relevance of Buddha's teachings can be seen in various aspects of society.
- **Conclusion:** Conclude with the way ahead.

Introduction:

Buddha's teachings are timeless and continue to be relevant today, as they provide guidance for living a happy and fulfilling life, both individually and collectively.

Body:

Here are some of Buddha's teachings that are particularly relevant today:

- **The Four Noble Truths:** Buddha's teaching of the Four Noble Truths - the truth of suffering, the truth of the cause of suffering, the truth of the end of suffering, and the truth of the path to the end of suffering - provides a framework for understanding the nature of suffering and the path to liberation from it.
- **The Eightfold Path:** Buddha's teaching of the Eightfold Path - right understanding, right intention, right speech, right action, right livelihood, right effort, right mindfulness, and right concentration - provides a practical guide for living a moral and ethical life.
- **Non-violence:** Buddha's teachings emphasize non-violence, compassion, and empathy towards all beings.
- **Impermanence:** Buddha's teaching of impermanence emphasizes the transient nature of all things, and the need to accept and embrace change.
- **Mindfulness:** Buddha's teachings on mindfulness emphasize the importance of being present in the moment and developing awareness of one's thoughts, emotions, and actions.

In India, the relevance of Buddha's teachings can be seen in various aspects of society, including:

- The practice of mindfulness and meditation, which has gained popularity in recent years and is now widely taught in schools, workplaces, and communities.
- The emphasis on non-violence and compassion towards all beings, which is reflected in India's constitution and its promotion of peace and harmony among diverse communities.
- The importance of social and environmental responsibility, which is reflected in various initiatives aimed at promoting sustainable development, conservation of natural resources, and social welfare.

Conclusion:

Overall, Buddha's teachings continue to inspire and guide people towards a more fulfilling and compassionate way of life, both in India and around the world.

Q6. "The will to power exists, but it can be tamed and be guided by rationality and principles of moral duty.' Examine this statement in the context of international relations. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Contextual introduction by substantiating the lines.

Body:

- Analyze the statements in various perspectives wrt International relations.
- Add examples to substantiate your arguments.

- **Conclusion:** Conclude suitably with the way ahead.

Introduction:

The statement "The will to power exists, but it can be tamed and be guided by rationality and principles of moral duty" highlights the tension between the pursuit of power and the need for ethical and moral considerations in international relations.

Body:

The following points illustrate this viewpoint with Indian examples:

Power and Diplomacy:

- India's foreign policy approach is based on rationality and moral duty. It seeks to balance power dynamics and pursue diplomacy to address global challenges and conflicts.
- India's role as a mediator in international disputes, such as the peace process between Sri Lanka and Tamil separatists, showcases how the will to power can be tempered by rationality and a sense of moral duty.

Non-alignment Movement:

- India's founding participation in the Non-Aligned Movement (NAM) demonstrates its commitment to rationality and principles of moral duty in international relations.
- NAM emphasized the importance of non-alignment with major power blocs, advocating for independent foreign policy based on peaceful coexistence, mutual respect, and respect for sovereignty.

Global Governance and Human Rights:

- India's engagement in global governance institutions like the United Nations reflects its commitment to rationality and moral duty.
- India has actively participated in initiatives promoting human rights, sustainable development, and peacekeeping operations, showcasing its efforts to guide power in accordance with moral principles.

Strategic Partnerships:

- India's strategic partnerships with various countries, including the United States, Japan, and Australia, illustrate the balancing of power with rationality and shared values.
- These partnerships aim to foster economic cooperation, regional stability, and mutual security, demonstrating how power can be guided by rationality and principles of moral duty.

Conflict Resolution:

- India's efforts to resolve conflicts, such as its engagement in the peace process between the Taliban and the Afghan government, highlight the country's commitment to taming power through rationality and moral duty.
- India has facilitated dialogue and reconciliation to address conflicts, recognizing the importance of peaceful solutions and the responsible use of power.

Conclusion:

Overall, the tension between the pursuit of power and ethical and moral considerations is a defining feature of international relations, and the challenge for states and international institutions is to strike a balance between these competing imperatives.

While the will to power may exist, it is ultimately the ability to tame and guide it with principles of rationality and moral duty that will determine the stability and peace of the international system.

Q7. Distinguish between laws and rules. Discuss the role of ethics in formulating them (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Brief introduction about law and rules.
- **Body:**
 - Mention some points on the difference between laws and rules.
 - Add some points on the role of ethics in formulating laws and rules.
- **Conclusion:** Conclude by relevant statements.

Introduction:

Laws and rules are essential mechanisms that regulate human behavior and establish order within societies. While they share the common goal of guiding individuals' actions, they differ in their scope, authority, and enforcement. Furthermore, the formulation of laws and rules is not a purely technical or procedural matter; it involves ethical considerations that shape the moral foundation of these guidelines.

Body:

Distinguishing between Laws and Rules:

- Laws are legally binding and enforced by the state, whereas rules are typically informal and enforced by social norms and expectations.
- Laws are usually codified in formal legal texts, whereas rules may be implicit or unwritten.
- Laws are typically broader in scope and apply to a wider range of behaviors and activities, whereas rules may be more specific and apply to particular contexts or domains.
- Laws are typically enforced by formal mechanisms such as police and courts, whereas rules are enforced by informal mechanisms such as social pressure and peer influence.
- Laws are usually made by legislative bodies, such as parliaments and congresses, whereas rules may be made by a variety of actors, including community groups, professional associations, and religious organizations.

Role of Ethics in Formulating Laws and Rules:

- **The Constitution of India:** Ethics are reflected in the Constitution by enshrining principles of justice, equality, and liberty, guiding the formulation of laws and regulations to protect fundamental rights and uphold fairness.
- **The Prevention of Corruption Act, 1988:** Ethics drove this act by criminalizing bribery and corrupt practices, aiming to promote honesty, integrity, and accountability in public administration.
- **The Right to Information Act, 2005:** Ethics are upheld by granting citizens the right to access information, fostering transparency, accountability, and participatory governance in the functioning of public authorities.
- **The Juvenile Justice (Care and Protection of Children) Act, 2015:** Ethics guide this act by focusing on the welfare and protection of children, emphasizing compassion, rehabilitation, and ensuring their best interests.
- **The Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act, 2013:** Ethics are evident in this act through its emphasis on gender equality, dignity, and creating a safe and respectful work environment by preventing and addressing sexual harassment.
- **The Scheduled Castes and Scheduled Tribes (Prevention of Atrocities) Act, 1989:** Ethics drive this act by promoting social justice, equality, and combating discrimination through prevention of atrocities against scheduled castes and tribes, protecting their rights and ensuring their welfare.

Conclusion:

Overall, the role of ethics in formulating laws and rules is crucial in ensuring that they are consistent with social and moral norms, and promote the well-being of individuals and society as a whole.

Q8. A positive attitude is considered to be an essential characteristic of a civil servant who is often required to function under extreme stress. What contributes to a positive attitude in a person? (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Define attitude or positive attitude.
- **Body:**
 - Mention some factors that contribute to a positive attitude
 - Add examples for substantiation.
- **Conclusion:** Conclude accordingly with significance.

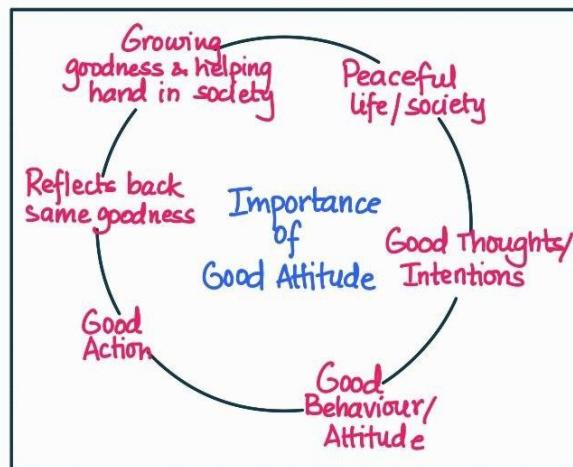
Introduction:

A positive attitude refers to a mental and emotional state characterized by optimism, constructive thinking, and a hopeful outlook. It involves maintaining a favorable and hopeful perspective towards oneself, others, and life circumstances, even in the face of challenges, setbacks, or adversity.

Body:

Here are some factors that contribute to a positive attitude:

- **Self-awareness and mindfulness:** Understanding one's own emotions, values, and goals can help a person develop a positive outlook and cope with stress. Mindfulness practices, such as meditation and yoga, can also be helpful in promoting a positive attitude.
- **Resilience and adaptability:** Having the ability to bounce back from setbacks and adapt to new situations can help a person maintain a positive attitude in the face of challenges.
- **Social support and teamwork:** Having a supportive network of colleagues, mentors, and friends can help a person stay positive and motivated. Additionally, working collaboratively with others towards a common goal can be rewarding and contribute to a positive attitude.
- **Sense of purpose and fulfillment:** Having a clear sense of purpose and feeling fulfilled in one's work can contribute to a positive attitude and motivation to succeed.



Indian Examples:

- **Dr. A.P.J. Abdul Kalam**, the former President of India, was known for his positive attitude and resilience in the face of adversity. He overcame humble beginnings to become a leading scientist and later, the President of India. His inspiring story and positive outlook continue to inspire people across the country.
- **Kiran Bedi**, the first woman IPS officer in India, is known for her positive attitude and innovative approaches to policing. She has implemented various reforms and initiatives to improve policing and community engagement, earning her widespread respect and admiration.
- **Swami Vivekananda**, a spiritual leader and philosopher, emphasized the importance of a positive attitude in achieving one's goals and living a fulfilling life. His teachings continue to inspire people across India and the world to cultivate a positive outlook and overcome obstacles with determination and perseverance.

Conclusion:

Positive attitude is essential for civil servants to effectively serve the public and maintain a positive work environment. Through self-awareness, resilience, social support, and a sense of purpose, individuals can develop and maintain a positive attitude even in the face of stress and adversity.

Q9. What are the main factors responsible for gender inequality in India? Discuss the contribution of Savitribai Phule in this regard. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Explain the concept of Gender Equality or add some report.
- **Body:**
 - Mention the main factors responsible for gender inequality in India
 - Add some points on contribution of Savitribai Phule.
- **Conclusion:** Conclude with summary of S. Phule's contribution or way ahead.

Introduction:

Gender inequality, as per the **World Economic Forum (WEF)**, refers to the unequal treatment, opportunities, and outcomes between individuals based on their gender. It encompasses disparities in economic participation, access to education and healthcare, political representation, and social norms.

Body:

Some of the main factors responsible for gender inequality in India are:

- **Patriarchal norms and values:** Traditional gender roles and expectations that prioritize men over women are deeply embedded in Indian culture and society. This has resulted in unequal treatment of women in various spheres of life.
- **Lack of access to education and employment opportunities:** Women in India face significant barriers to accessing education and employment opportunities, which limits their ability to achieve economic independence and participate fully in society.
- **Discriminatory laws and policies:** Despite legal protections for women's rights, discriminatory laws and policies continue to perpetuate gender inequality in India. For example, laws that restrict women's inheritance and property rights limit their ability to achieve economic independence.
- **Violence and harassment:** Women in India face high rates of gender-based violence, including domestic violence, sexual assault, and harassment. This not only violates their basic human rights but also limits their ability to participate fully in society.

Savitribai Phule, a social reformer and women's rights activist in the 19th century, played a significant role in addressing gender inequality in India.

She established the first girls' school in India in 1848 and worked tirelessly to promote girls' education and women's rights.

She also founded a shelter for women who were victims of domestic violence and established a women's organization to provide support and advocacy for women.

Today, there are many examples of women in India who are following in Savitribai Phule's footsteps and working to promote gender equality.

For example, Malala Yousafzai, the Pakistani activist for girls' education and the youngest Nobel Prize laureate, is a role model for many young girls in India who are fighting for their right to education.

The **#MeToo movement in India** has also brought greater attention to issues of sexual harassment and violence against women and sparked a national conversation about gender equality.

Conclusion:

Phule's work laid the foundation for the women's rights movement in India and inspired generations of women to fight for their rights. Her contributions to education and social reform helped to challenge traditional gender roles and promote greater gender equality in India.

Q10. "The current internet expansion has instilled a different set of cultural values which are often in conflict with traditional values.' Discuss. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Briefly write about the essentiality of this statement.

- **Body:**
 - Explain the relevance and meaning of the statement with proper examples.
 - Pros and Cons of the internet on values.
- **Conclusion:** Conclude by relevant statements or way ahead.

Introduction:

The current internet expansion has brought about significant changes in our society, including the emergence of new cultural values that are often in conflict with traditional values. These changes have implications for various aspects of our lives, including our social, political, and economic systems. One area where this conflict is particularly evident is in the realm of values and ethics.

Body:

Here are some illustration to understand the meaning of quote:

Changing Social Interactions:

The rise of social media platforms has transformed the way people interact and communicate. Online platforms have provided a space for individuals to express their opinions and engage in discussions, sometimes challenging traditional norms and values.

For instance, the #MeToo movement gained momentum in India through social media, bringing attention to issues of sexual harassment and challenging traditional power dynamics.

Access to Information and Alternative Perspectives:

The internet has facilitated easy access to information and alternative perspectives, leading to the questioning of traditional beliefs and practices.

Example:- Online platforms and websites that discuss taboo subjects such as inter-caste marriages, LGBTQ+ rights, and gender equality have sparked conversations and challenged traditional norms in India.

Influence on Youth Culture:

The internet has had a significant impact on youth culture in India. Online platforms, streaming services, and social media have shaped their preferences, lifestyle choices, and aspirations, often in contrast to traditional values.

Example:- Bollywood films have been influenced by global trends and Western values, reflecting changing societal attitudes towards relationships, individualism, and personal expression.

Rise of Online Activism:

Online platforms have given rise to a new form of activism, allowing individuals to mobilize and advocate for social causes that may be at odds with traditional values.

For example, campaigns advocating for LGBTQ+ rights, environmental sustainability, and women's empowerment have gained traction through online platforms, challenging traditional societal norms in India.

Digital Divide and Cultural Disparities:

The internet expansion has also highlighted the digital divide and cultural disparities in India. While urban areas have better access to the internet and exposure to global cultural values, rural areas may still hold strong traditional values and face limited access to the online world.

Conclusion:

By striking a balance between traditional and emerging cultural values, we can harness the full potential of the internet expansion to create a more prosperous, inclusive, and resilient society.

What do each of the following quotations mean to you?

Q11. "Condemn none: if you can stretch out a helping hand, do so. If not, fold your hands, bless your brothers, and let them go their own way." – Swami Vivekanand (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Give the emphasis of this quote by explaining the context.
- **Body:**
 - Explain the relevance of quotes in present day context.
 - Add examples for substantiation.
- **Conclusion:** Conclude accordingly with the way forward.

Introduction:

This quote by Swami Vivekananda means that we should refrain from passing judgment on others and instead focus on helping them if we are able to. If we are not in a position to help, we should still wish them well and allow them to make their own choices and live their lives as they see fit.

Body:

Here are some Indian examples that illustrate the essence of this quote:

Social Service Organizations:

Numerous social service organizations in India embody the principle of helping others without condemnation. They provide support and assistance to marginalized communities, such as orphanages, old age homes, and organizations working for the welfare of differently-abled individuals.

- **For example,** the **Akshaya Patra Foundation** serves mid-day meals to underprivileged children, irrespective of their background or circumstances, ensuring they receive proper nutrition and education.

Community Support during Disasters:

In times of natural disasters, Indians have shown remarkable unity and compassion towards affected communities. People come forward to provide assistance, support, and relief materials without discrimination or judgment.

- **One such example** is the Kerala floods in 2018 when individuals, NGOs, and volunteers from across the country extended a helping hand to the affected people, irrespective of their caste, religion, or socioeconomic status.

Philanthropic Initiatives:

Many individuals in India, inspired by the principle of helping others, engage in philanthropic activities to uplift the disadvantaged sections of society. They contribute their time, resources, and efforts towards various causes.

- **The example of Azim Premji**, an Indian business tycoon, who has committed a significant portion of his wealth to philanthropy, focusing on education and healthcare initiatives, reflects the spirit of Swami Vivekananda's quote.

Organ Donations:

Organ donation in India reflects the idea of blessing others and letting them go their own way. Individuals who pledge to donate their organs after death provide a helping hand to those in need, regardless of their background or circumstances.

- Various organizations, like **MOHAN Foundation**, work towards promoting organ donation and raising awareness about its importance, highlighting the selfless act of blessing others.

Conclusion:

Swami Vivekananda's quote encourages us to be compassionate and helpful towards others, regardless of their circumstances. This message is particularly relevant in India, where the caste system has historically created social divisions and inequality. By embracing the values of empathy and service to others, we can work towards breaking down these barriers and creating a more equitable and inclusive society.

Q12. "The best way to find yourself is to lose yourself in the service of others." – Mahatma Gandhi (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Contextual introduction by explaining the statement.
- **Body:**
 - Mention the relevance of quotes in present day context.
 - Add examples that illustrate the power of this quote.
- **Conclusion:** Give prospective way ahead.

Introduction:

This quote by Mahatma Gandhi suggests that one can find their true purpose and meaning in life by serving others. When we devote ourselves to helping others, we become more connected to our own humanity and find a greater sense of fulfillment and purpose.

Body:

Here are some Indian examples that illustrate the power of this quote:

- **Mother Teresa:** Mother Teresa is one of the most well-known examples of a person who found herself through service to others. She dedicated her life to serving the poor and sick in India, and her selflessness and compassion inspired countless others to follow in her footsteps.
- **Kailash Satyarthi:** Kailash Satyarthi is an Indian children's rights activist who has spent his life fighting to end child labour and exploitation. His tireless work has helped to rescue thousands of children from slavery and give them a chance to lead better lives.
- **Aamir Khan:** Aamir Khan is an Indian actor who has used his fame and influence to raise awareness about social issues in India. He has worked to promote education, women's empowerment, and environmental sustainability through his TV show, Satyamev Jayate, and other initiatives.
- **Medha Patkar:** Medha Patkar is an Indian social activist who has fought for the rights of farmers and other marginalized communities in India. She is the founder of the Narmada Bachao Andolan, a movement that seeks to protect the rights of people affected by large-scale development projects.
- **Vinoba Bhave:** Vinoba Bhave was a social reformer and follower of Mahatma Gandhi who dedicated his life to promoting nonviolence and land reform. He is best known for his Bhoojan movement, which aimed to redistribute land from wealthy landowners to poor farmers.
- **Abdul Sattar Edhi:** Although Abdul Sattar Edhi was born in Pakistan, his work has had a significant impact in India as well. He was a philanthropist and social activist who founded the Edhi Foundation, which provides healthcare, education, and other services to the poor and needy. Edhi's selfless work earned him the nickname "Angel of Mercy."
- **Dr. Prakash Amte:** Dr. Prakash Amte is a doctor and social worker who has dedicated his life to serving the tribal communities in the state of Maharashtra. He and his wife, Dr. Mandakini Amte, have founded a hospital and several other projects aimed at improving the lives of the tribal people in the region.
- **Arunachalam Muruganantham:** Arunachalam Muruganantham is an inventor and social entrepreneur who developed a low-cost machine for producing sanitary pads. His invention has helped to improve menstrual hygiene and health for women in rural India, and has also created jobs for women in the manufacturing and distribution of the pads.

Conclusion:

These examples illustrate how individuals in India have found purpose and meaning in life by serving others. By dedicating themselves to causes larger than themselves, they have been able to make a positive impact on society and find fulfillment in their work.

Q13. “A system of morality which is based on relative emotional values is a mere illusion, a thoroughly vulgar conception which has nothing sound in it and nothing true.” – Socrates (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Highlight the importance of this quote.
- **Body:**
 - Mention the several instances where a moral system based on emotional values has led to societal issues.
 - How can it be resolved?
- **Conclusion:** Conclude suitably with the way ahead.

Introduction:

The statement by **Socrates** highlights the importance of having a sound and objective moral system, rather than one based on subjective emotional values. A moral system based on relative emotions lacks objectivity and can be manipulated for personal interests, leading to moral confusion and chaos in society.

Body:

In India, there are several instances where a moral system based on emotional values has led to societal issues

- **Dowry System:** In India, the practice of giving and receiving dowry is based on emotional values and social pressure, rather than objective criteria. This has led to widespread exploitation of women and their families, and often results in harassment and violence against them.
- **Communalism:** In certain parts of India, communalism is prevalent where people are identified based on their religious affiliation rather than their common humanity. This emotional value system has led to conflicts, riots, and communal tensions between different religious communities.
- **Child Marriage:** In many parts of India, child marriage is still prevalent, where young girls are married off before reaching the age of 18. This is often based on emotional values such as family honor, protection, and social status, rather than objective criteria, and it results in a violation of the child's rights and well-being.
- **Discrimination based on gender and sexuality:** In India, there is still widespread discrimination against individuals based on their gender and sexual orientation. This emotional value system is based on societal prejudices rather than objective criteria and results in the denial of equal opportunities, rights, and dignity to individuals.
- **Corruption:** Corruption in India is often based on emotional values such as greed, power, and entitlement, rather than objective morality and legality. This has resulted in a lack of transparency and accountability in the country's governance systems, leading to widespread social and economic inequality.

Conclusion:

Socrates' statement emphasizes the importance of having an objective moral system in society, which can serve as a foundation for ethical behavior and decision-making. The above examples highlight the need for a sound and objective moral system in society to address issues stemming from subjective emotional values.

2019

Q1. What are the basic principles of public life? Illustrate any three of these with suitable examples. (150 words, 10 Marks)

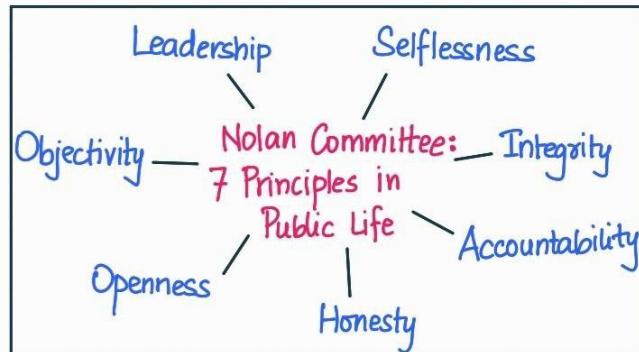
Answer:

Approach:

- **Introduction:** Brief introduction on seven principles of public life.
- **Body:**
 - Illustrate any three values important in public life.
 - Add suitable examples from different fields.
- **Conclusion:** Conclude by relevant statements.

Introduction:

The basic principles of public life, also known as the Seven Principles of Public Life, were first established by the UK Committee on Standards in Public Life in 1995. These principles apply to individuals who hold public office or are involved in public service, and include:



Body:

Principles of Public life:-

- **Selflessness:** Public officials should act solely in the public interest, and not for personal gain or to benefit others.
 - **Example:** A public official who refrains from accepting gifts or favors from individuals or organizations that have business before the government demonstrates selflessness.
 - In India, the former Chief Minister of Delhi, Arvind Kejriwal, took a similar stance when he announced that he and other members of his cabinet would not accept official cars or bungalows, which had been a tradition among the political elite.
- **Integrity:** Public officials should act with integrity, being honest and truthful, and avoiding any conflicts of interest.
 - **Example:** A public official who discloses any potential conflicts of interest and recuses themselves from any decision-making related to those interests demonstrates integrity.
 - In India, Justice Sanjay Kishan Kaul, a judge of the Supreme Court of India, recused himself from a case involving the Punjab and Haryana High Court, as he had served as the Chief Justice of that court previously.
- **Accountability:** Public officials should be accountable for their actions and decisions, and should be subject to scrutiny by the public and other appropriate bodies.
 - **Example:** A public official who is transparent about their actions and decisions, and responds to questions and concerns raised by the public, demonstrates accountability.
 - In India, the Right to Information Act (RTI) provides citizens with the right to request information from any public authority, and has been used to hold public officials accountable for their actions and decisions.

Conclusion:

Overall, adherence to these principles helps to promote trust in government and public institutions, and ensures that public officials are serving the best interests of the public.

Q2. What do you understand about the term ‘public servant’? Reflect on the expected role of a public servant. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Definition of public servant.
- **Body:**
 - Mention the expected role of public servant with values attached.
 - Add examples for substantiation.
- **Conclusion:** Conclude accordingly.

Introduction:

The term "public servant" typically refers to an individual who is employed by the government or a government agency to serve the public. This can include elected officials, civil servants, law enforcement officers, teachers, healthcare professionals, and many others who work in the public sector.

Body:

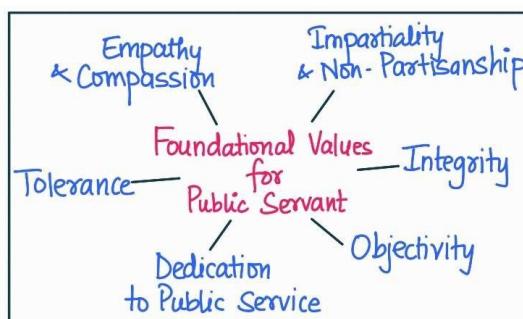
Role of the public servant:-

Serving the Public: Public servants are expected to prioritize the interests and welfare of the public they serve. They should strive to provide efficient and effective public services, address the needs of citizens, and ensure the fair distribution of resources.

- **Elattuvalapil Sreedharan**, popularly known as the "Metro Man," led the construction of the Delhi Metro, providing efficient and reliable public transportation to millions of people in the capital city.

Upholding the Rule of Law: Public servants are responsible for enforcing and upholding the laws of the land. They should act in accordance with legal frameworks, maintain law and order, and ensure justice and equality for all citizens.

- **Kiran Bedi**, the first female Indian Police Service (IPS) officer, is known for her strict adherence to the rule of law.



Promoting Transparency and Accountability: Public servants should be transparent in their actions and decisions. They should provide accurate and timely information to the public, maintain financial integrity, and be accountable for their actions.

- **T.N. Seshan**, a former Chief Election Commissioner of India, initiated electoral reforms, cracked down on electoral malpractices, and ensured free and fair elections.

Fostering Ethical Behavior: Public servants should adhere to high ethical standards in their conduct. They should avoid conflicts of interest, refrain from engaging in corrupt practices, and demonstrate integrity in decision-making.

- **Dr. A.P.J. Abdul Kalam**, a renowned scientist and the 11th President of India, promoted values of integrity, humility, and dedication, inspiring the youth and fostering a sense of ethical responsibility among public servants.

Engaging in Policy Development and Implementation: Public servants play a vital role in formulating and implementing policies that address societal challenges. They should engage in evidence-based decision-making, consult with stakeholders, and strive for policies that benefit the public.

- **Nandan Nilekani**, co-founder of Infosys and former chairman of the Unique Identification Authority of India (UIDAI), led the implementation of the Aadhaar card program.

Conclusion:

By fulfilling their expected roles, public servants can help build a strong and thriving society, where the needs and interests of the public are at the forefront of all government and public institutions' decisions and actions.

Q3. Effective utilization of public funds is crucial to meet development goals. Critically examine the reasons for under-utilization and mis-utilization of public funds and their implications. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Contextual introduction wrt Public service or funds.
- **Body:**
 - Mention the Reasons for under-utilization and mis-utilization of public funds and their implications in India.
 - Add examples for substantiation.
- **Conclusion:** Give prospective way ahead.

Introduction:

Public funds are a vital resource for governments to provide essential services and invest in development projects that benefit society as a whole. However, the effective utilization of public funds remains a significant challenge for many countries around the world.

Under-utilization and mis-utilization of public funds can lead to a waste of resources, missed development opportunities, and a loss of public trust in government institutions

Body:

Reasons for under-utilization and mis-utilization of public funds and their implications in India include:

Under-utilization:

- **Delayed approvals:** Delay in getting the required approvals for projects can lead to under-utilization of public funds.
- **Lack of capacity:** Lack of technical and administrative capacity can hinder the effective utilization of public funds.
- **Bureaucratic hurdles:** Complex bureaucratic processes and red tape can lead to delays and under-utilization of public funds.
- **Political considerations:** Political considerations may override financial considerations, leading to the under-utilization of funds allocated to projects that are not seen as politically important.
- **Corruption:** Corruption in the procurement process can lead to under-utilization of funds.

Examples:

- Delay in the construction of the Mumbai Trans Harbour Link due to delay in acquiring the necessary approvals and clearances.
- The lack of administrative capacity and technical expertise in rural areas has resulted in under-utilization of funds allocated to various rural development projects.

Implications:

- **Wastage of resources:** Under-utilization of public funds can lead to a wastage of resources and deprive citizens of much-needed services.
- **Poor infrastructure:** Under-utilization of public funds can lead to the delay in the completion of infrastructure projects, such as roads, bridges, and dams, leading to poor infrastructure.
- **Stunted economic growth:** Under-utilization of public funds can lead to the stunted economic growth of the country and hamper the development of various sectors.
- **Loss of trust:** Under-utilization of public funds can erode the public's trust in the government and public institutions.
- **Adverse impact on social welfare:** Under-utilization of funds in the social welfare sector can lead to a negative impact on the marginalized sections of society.

Mis-utilization:

- **Lack of accountability:** Lack of accountability in the utilization of public funds can lead to mis-utilization of funds.
- **Lack of transparency:** Lack of transparency in the allocation and utilization of public funds can lead to the mis-utilization of funds.

- **Political influence:** Political influence can lead to the allocation of funds to projects that are not economically or socially viable.
- **Corruption:** Corruption in the allocation and utilization of public funds can lead to mis-utilization of funds.
- **Inadequate monitoring:** Inadequate monitoring and supervision can lead to the mis-utilization of public funds.

Examples:

- The alleged mis-utilization of funds meant for the Commonwealth Games held in Delhi in 2010, which resulted in cost overruns and quality issues.
- The allocation of funds to government programs and schemes that lack transparency and accountability, such as the **National Rural Employment Guarantee Scheme (NREGA)**, which has been criticized for corruption and mis-utilization of funds.

Implications:

- **Inequitable distribution of resources:** Mis-utilization of public funds can lead to the inequitable distribution of resources and further exacerbate economic and social inequalities.
- **Waste of resources:** Mis-utilization of public funds can lead to the waste of resources and deprive citizens of much-needed services.
- **Negative impact on economic growth:** Mis-utilization of public funds can have a negative impact on the economic growth of the country and hamper the development of various sectors.
- **Loss of trust:** Mis-utilization of public funds can erode the public's trust in the government and public institutions.
- **Adverse impact on social welfare:** Mis-utilization of funds in the social welfare sector can lead to a negative impact on the marginalized sections of society.

Conclusion:

Efforts must be made to improve the bureaucratic processes, enhance transparency, and promote a culture of accountability and integrity in public institutions. Moreover, citizen engagement and active participation in monitoring public funds utilization can play a vital role in ensuring that public resources are efficiently utilized and effectively contribute to the country's development.

Q4. “Non-performance of duty by a public servant is a form of corruption”. Do you agree with this view? Justify your answer. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Explain about the statement in relevant context or explain the concept of corruption.
- **Body:**
 - Mention some instances of non-performance of duty by civil servants, which have resulted in significant harm to the public interest.
 - Add examples to substantiate your views.
- **Conclusion:** Conclude by prospective way ahead

Introduction:

The non-performance of duty by a public servant can be seen as a form of corruption because it violates the fundamental principle of accountability and results in a breach of public trust. When a public servant fails to perform their duty, they not only fail to serve the public interest but also deny the public of their rightful entitlements. Therefore, I agree with the view that non-performance of duty by a public servant is a form of corruption.

Monopoly + Discretion - Accountability = Corruption

Body:

Here are some points to consider when justifying this view:

1. **Breach of trust:** Public servants are entrusted with specific roles and responsibilities to serve the public interest. When they fail to perform their duties, it can be seen as a breach of the trust placed in them.

Example: Delhi gang-rape case (2012): A police officer neglected duty, resulting in delayed action and a breach of public trust.

2. Wasting public resources: Non-performance by public servants often leads to wastage of public resources, as the allocated funds and resources might not be utilized efficiently or effectively.

Example: Commonwealth Games scam (2010): Funds allocated for infrastructure development were misused, leading to cost overruns and substandard construction.

3. Hindering progress and development: Failure to perform duties can obstruct the progress and development of society, as public services may not be delivered effectively or on time.

Example: Delayed Mumbai Metro Line 2A: Bureaucratic inefficiencies and lack of coordination caused significant delays in construction, hampering transportation development.

4. Facilitating corruption: Non-performance can create opportunities for corruption to thrive, as public servants may demand bribes or engage in other forms of illicit activities to fulfill their obligations.

Example: Vyapam scam (2013): Government officials manipulated entrance exams, enabling corruption through bribery and irregular admissions.

5. Violation of legal and ethical obligations: Public servants are bound by laws and ethical standards that require them to fulfill their duties. Non-performance can be seen as a violation of these obligations.

Example: 2G spectrum scam (2008): Officials violated regulations in allocating telecom spectrum licenses, resulting in substantial financial losses.

Conclusion:

Non-performance of duty by civil servants is a form of corruption that has significant implications for the public interest. It results in a violation of public trust, a loss of public resources, and a denial of rightful entitlements to the citizens. Therefore, there is a need for greater accountability, transparency, and integrity in the public service to ensure that civil servants perform their duties diligently and effectively serve the public interest.

Q5. What is meant by the term ‘constitutional morality’? How does one uphold constitutional morality? (150 words, 10 Marks)

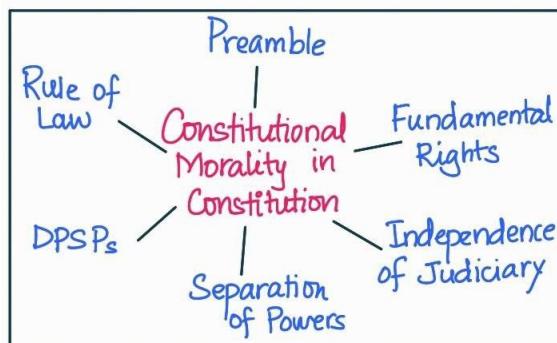
Answer:

Approach:

- **Introduction:** Definition of constitutional morality.
- **Body:**
 - Mention some ways one can uphold constitutional morality:
 - Add examples of upholding constitutional morality.
 - SC judgements wrt constitutional morality.
- **Conclusion:** Conclude accordingly with the way ahead.

Introduction:

Constitutional morality refers to the adherence of individuals, institutions, and governments to the principles and values enshrined in the constitution of a country. It is the belief that the constitution is the supreme law of the land, and all citizens and institutions must respect and uphold its provisions.



Body:

Upholding constitutional morality is essential for the functioning of a democratic society, as it ensures that the rule of law is maintained, and the rights and freedoms of citizens are protected.

Here are some ways one can uphold constitutional morality:

- Uphold the **principles of justice, equality, and liberty** enshrined in the constitution, and promote policies that reflect these values.
- Respect the constitutional provisions and institutions and ensure that they function independently and impartially.
- Uphold the **fundamental rights and freedoms of citizens** and ensure that they are protected against any infringement.
- Respect the democratic process and ensure that it is transparent, participatory, and accountable.
- Promote a culture of constitutionalism and educate citizens about the importance of upholding constitutional morality.

Here are some examples of upholding constitutional morality:

- The Indian Supreme Court's decision to strike down the practice of **triple talaq**, which was deemed unconstitutional and violated the fundamental rights of Muslim women.
- The United States Supreme Court's decision to **legalize same-sex marriage**, which upheld the principles of equality and non-discrimination enshrined in the constitution.
- The South African Truth and Reconciliation Commission, which was established to uphold constitutional morality by promoting accountability, reconciliation, and healing in a **post-apartheid society**.
- The adoption of the Indian Constitution, which upholds the principles of democracy, secularism, and social justice, and reflects the country's commitment to upholding constitutional morality.

Conclusion:

These examples illustrate how upholding constitutional morality is essential for the protection of citizens' rights and freedoms and the functioning of a democratic society. It reflects the belief that the constitution is the supreme law of the land and must be respected and upheld by all citizens and institutions.

Q6. What is meant by 'crisis of conscience'? How does it manifest itself in the public domain? (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Definition of crisis of conscience.
- **Body:**
 - Explain How the crisis of conscience manifests itself in the public domain?
 - How to overcome it?
- **Conclusion:** Give prospective way ahead.

Introduction:

A crisis of conscience refers to a situation in which an individual's beliefs or values conflict with their actions or decisions. It is a moral or ethical dilemma that arises when one is faced with a choice that goes against their conscience.

A crisis of conscience can manifest itself in the public domain when an individual or a group of individuals is confronted with a decision or action that goes against their beliefs or values.

Body:

How does the crisis of conscience manifest itself in the public domain?

- A **doctor** who is asked to perform a medical procedure that goes against their ethical principles, such as performing an abortion or assisted suicide.
- A **civil servant** who is asked to carry out an order that goes against their conscience, such as implementing a policy that discriminates against a particular community.

- A **journalist** who is asked to publish a news article that contains false or misleading information that goes against their journalistic principles of truth and accuracy.
- A **whistle-blower** who is faced with the dilemma of revealing sensitive information that could harm their employer or organization but is necessary to expose wrongdoing and uphold the public interest.

Conclusion:

Upholding constitutional morality, adhering to ethical principles, and promoting a culture of integrity can help individuals and institutions navigate such crises and uphold the public interest.

It is important to recognize the importance of personal and professional ethics in the public domain to ensure that individuals and institutions act in the best interest of society.

Q7. Explain the basic principles of the citizens charter movement and bring out its importance. (150 words, 10 Marks)

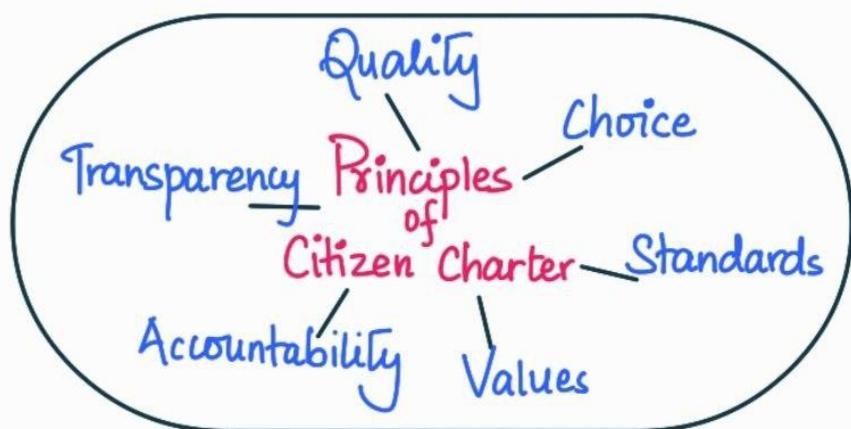
Answer:

Approach:

- **Introduction:** Explain about citizen charter.
- **Body:**
 - Mention the Basic principles of citizens charter movement.
 - Add some key benefits of the Citizens' Charter movement.
 - Issues involved in Citizen's charter.
- **Conclusion:** Conclude by relevant statements.

Introduction:

The Citizens' Charter movement is a tool for promoting good governance and public service delivery that emphasizes transparency, accountability, and citizen participation. It provides a framework for improving public service delivery and enhancing citizen engagement, making it an essential tool for promoting good governance.



Body:-

Basic principles of citizens charter movement:

- **Service delivery:** Citizens have the right to access quality public services in a timely and efficient manner.
- **Transparency:** Public service providers must be transparent in their operations and communicate their policies, procedures, and service standards to citizens.
- **Accountability:** Public service providers must be accountable to citizens for their actions and ensure that citizens' grievances are addressed promptly.

Citizen Charter



Grievance Redress



Service Delivery Capability

- **Participation:** Citizens must be involved in the design, implementation, and monitoring of public services to ensure that they meet their needs.

Here are some key benefits of the Citizens' Charter movement:

- Improves the quality of public services by setting service standards and benchmarks that public service providers must meet.
- Enhances transparency and accountability in public service delivery by making service providers more responsive to citizens' needs.
- Promotes citizen engagement and participation in public service delivery, which leads to greater satisfaction and trust in public institutions.
- Increases efficiency and effectiveness of public service delivery by encouraging innovation, best practices, and performance monitoring.
- Provides a platform for citizens to voice their concerns, make suggestions, and hold public service providers accountable for their actions.

Conclusion:

The Citizens' Charter movement has gained significant importance in recent years as it provides a framework for improving public service delivery, enhancing citizen participation and accountability, and promoting good governance. It is an essential tool for promoting transparency, accountability, and citizen participation in public service delivery and improving the quality of life for citizens.

Q8. There is a view that the Official Secrets Act is an obstacle to the implementation of the Right to Information Act. Do you agree with this view? Discuss. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about the official secret act.
- **Body:**
 - Analyze your view from various perspectives.
 - How OSA impacts the RTI.
- **Conclusion:** Conclude accordingly with the way ahead.

Introduction:

The Official Secrets Act (OSA) and the Right to Information Act (RTI) are two key laws in India that deal with government information. The OSA was enacted in 1923 to protect national security and prevent the disclosure of sensitive government information.

On the other hand, the RTI was enacted in 2005 to promote transparency, accountability, and citizen participation in governance by providing citizens with the right to access government information. However, there is a view that the OSA is an obstacle to the implementation of the RTI Act.

Body:

Points supporting the purpose and provisions of the Official Secrets Act:

- **National security:** The Official Secrets Act is primarily aimed at protecting sensitive government information that, if disclosed without authorization, could pose a threat to national security.
- **Confidentiality maintenance:** The Act helps maintain confidentiality in certain areas where it is deemed necessary. It ensures that information disclosed to government officials, particularly those in sensitive positions, remains protected and prevents unauthorized individuals from accessing or disclosing such information.
- **Preventing unauthorized disclosures:** The Act imposes restrictions on the dissemination of classified or confidential information by individuals who are bound by its provisions.
- **Criminal penalties:** The Official Secrets Act typically includes provisions for criminal penalties for unauthorized disclosures. These penalties act as a deterrent, signaling the seriousness of the offense and aiming to discourage individuals from engaging in activities that may compromise sensitive information or endanger national security.

Points that the Official Secrets Act is an obstacle to the implementation of the Right to Information Act:

- **Overlapping provisions:** The Official Secrets Act may be used to restrict the release of information that could be legitimately accessed under the RTI Act, creating a barrier to the implementation of the latter.
- **Abuse of secrecy provisions:** Critics argue that government authorities sometimes invoke the Official Secrets Act to withhold information that should be disclosed under the RTI Act.
- **Chilling effect on information sharing:** The existence of the Official Secrets Act can create a culture of secrecy within government institutions, discouraging officials from sharing information even when it does not pose a legitimate threat to national security.
- **Need for reform:** Some proponents of the view argue that the Official Secrets Act itself needs to be revised or reformed to strike a balance between the legitimate protection of sensitive information and the public's right to access information of public interest.

Conclusion:

While the OSA can be seen as an obstacle to the implementation of the RTI Act, it is important to note that the RTI Act has provisions that override the OSA in cases where the public interest outweighs the need for secrecy. The RTI Act has empowered citizens to access information and hold the government accountable, and the judiciary has played a vital role in upholding the right to information as a fundamental right.

Q9. What do you understand about Probity in governance? Based on your understanding of the term, suggest measures for ensuring probity in government. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Definition of probity in governance.
- **Body:**
 - Mention the measures for ensuring probity in government in India.
 - Add examples or suggestions with proper substantiation.
- **Conclusion:** Conclude suitably with the significance of probity.

Introduction:

Probity in governance refers to the adherence to high ethical and moral standards in the conduct of public affairs. It encompasses principles such as transparency, accountability, integrity, honesty, and fairness. Ensuring probity in government is crucial to building public trust, promoting good governance, and combating corruption.



Body:

Measures for ensuring probity in government in India:

- **Promoting transparency:** Transparency is a crucial element in ensuring probity in governance. The government should proactively disclose information related to policies, decisions, and expenditure.
 - This can be achieved through measures such as the proactive disclosure of information on government websites, the implementation of the Right to Information Act, and the publication of annual reports and audits.

- **Enforcing accountability:** The government should establish clear mechanisms for enforcing accountability.
 - This can be done through measures such as the establishment of oversight bodies, such as the Central Vigilance Commission and the Comptroller and Auditor General of India, and the effective implementation of anti-corruption laws.
- **Strengthening integrity:** Ensuring the integrity of public officials is essential to promoting probity in governance.
 - The government should adopt measures such as strengthening codes of conduct for public officials, promoting ethical behavior through training and awareness campaigns, and instituting measures for the swift and impartial investigation of allegations of corruption.
- **Promoting fairness:** The government should promote fairness in decision-making and ensure that public resources are allocated in a fair and equitable manner.
 - This can be achieved through measures such as establishing clear criteria for the allocation of resources, conducting consultations with stakeholders, and ensuring that procurement processes are transparent and competitive.
- **Implementing technology-enabled solutions:** The use of technology-enabled solutions, such as e-governance platforms, can help promote transparency, efficiency, and accountability in government processes.
 - **For example, the implementation of Aadhaar, a unique identification system, has helped eliminate leakages in the distribution of subsidies and benefits.**

Conclusion:

By continuing to strengthen measures to ensure probity in governance, India can build a more transparent, accountable, and effective government that works in the best interests of its citizens.

Q10. “Emotional Intelligence is the ability to make your emotions work for you instead of against you”. Do you agree with this view? Discuss. (150 words, 10 Marks)

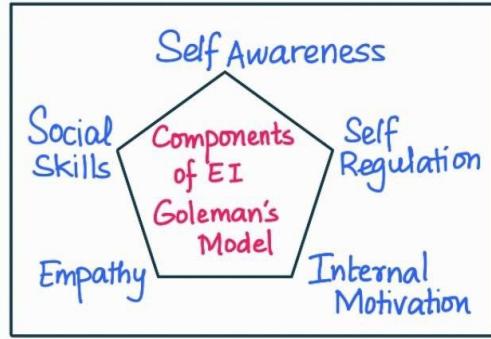
Answer:

Approach:

- **Introduction:** Definition of emotional intelligence.
- **Body:**
 - Add components of EI.
 - Mention the examples that illustrate the importance of emotional intelligence.
- **Conclusion:** Conclude by relevant statements

Introduction:

Emotional intelligence refers to the ability to recognize and manage one's emotions and the emotions of others effectively. It involves the ability to use emotions to guide thoughts and behavior and to handle interpersonal relationships skillfully.



Body:

Examples that illustrate the importance of emotional intelligence:

- **Leadership:** During the COVID-19 pandemic, the Chief Minister of Kerala, Pinarayi Vijayan, demonstrated emotional intelligence by leading from the front and inspiring confidence in the public. He provided daily updates on the state's efforts to contain the pandemic, showed empathy towards those affected by the virus, and took decisive action to mitigate the impact of the pandemic.
- **Customer service:** In 2020, a young woman in Karnataka, Sindhuja Rajaraman, went viral for her empathetic and polite customer service skills while working as a customer care executive for a food delivery app. Her emotional intelligence helped her connect with customers, listen to their concerns, and provide effective solutions that left them feeling satisfied.
- **Stress management:** In 2021, Indian athlete **Mirabai Chanu** won a silver medal in weightlifting at the **Tokyo Olympics**. After a disappointing performance at the Rio Olympics in 2016, Chanu worked on her mental toughness and emotional resilience, which helped her cope with the pressure of competing at the highest level. Her emotional intelligence enabled her to stay focused on her goals, manage her stress levels, and ultimately succeed in her endeavor.
- **Teamwork:** In 2020, a group of **Indian engineering students** developed a low-cost ventilator to help address the shortage of ventilators during the COVID-19 pandemic. The team consisted of students from various backgrounds, including mechanical engineering, electrical engineering, and medicine. Their emotional intelligence enabled them to collaborate effectively, communicate clearly, and work towards a common goal that had a significant impact on public health.

Conclusion:

Emotional intelligence is a vital skill that can help individuals and organizations thrive in various domains. From resolving conflicts to providing effective customer service, emotional intelligence can make a significant difference in how we approach challenges and interact with others. By fostering emotional intelligence, we can create a more empathetic, inclusive, and productive society.

What do each of the following quotations mean to you?

Q11. “An unexamined life is not worth living”. – Socrates (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Give the meaning of the quote by briefly explaining it.
- **Body:**
 - Mention the relevance of quotes in present day context with proper substantiation of examples.
- **Conclusion:** Conclude accordingly with the way forward.

Introduction:

The quotation "An unexamined life is not worth living" by Socrates suggests that it is important for individuals to reflect upon their thoughts, actions, and beliefs in order to live a meaningful and fulfilling life.

Body:

- The quote suggests that living a meaningful life requires intentional reflection and introspection. It's not enough to simply go through the motions of daily life without considering the bigger picture.
- By examining our lives, we can gain a deeper understanding of our values, beliefs, and motivations. This can help us make more conscious choices and live in accordance with our true selves.
- The idea of self-examination is closely tied to the concept of self-awareness. By becoming more aware of our thoughts, emotions, and behaviors, we can develop greater emotional intelligence and empathy towards others.
- The quotation also implies that living an examined life is a fundamental human need. Without a sense of purpose or direction, we may feel lost, unfulfilled, or disconnected from ourselves and others.
- Finally, the quotation highlights the importance of personal growth and development. By constantly examining and questioning ourselves,

We can learn from our mistakes and evolve into the best versions of ourselves.

- In the Indian context, this quotation has been echoed by various spiritual leaders and philosophers. **For instance, Mahatma Gandhi** believed in self-reflection as a means of personal growth and social transformation. He emphasized the importance of introspection, stating that "The best way to find yourself is to lose yourself in the service of others."
- Similarly, **the Bhagavad Gita**, a Hindu scripture, emphasizes the importance of self-reflection as a means of achieving self-realization and enlightenment. The text teaches that one must look within oneself to understand one's true nature and purpose in life.
- In modern times, the idea of self-reflection has gained popularity in the field of psychology and personal development. Many experts advocate for practices such as meditation, journaling, and therapy as means of exploring one's thoughts and emotions.

Conclusion:

The quotation by Socrates emphasizes the importance of examining one's life in order to lead a fulfilling and purposeful existence. It encourages individuals to question their assumptions, values, and actions in order to live in alignment with their true selves

Q12. "A man is but a product of his thoughts. What he thinks he becomes." – M.K. Gandhi (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Contextual introduction by explaining the quotation.
- **Body:**
 - Mention the relevance of quotes in present day context with proper substantiation of examples.
 - Add various dimensions.
- **Conclusion:** Conclude suitably with the significance in present context.

Introduction:

The quotation "A man is but a product of his thoughts. What he thinks he becomes" by M.K. Gandhi highlights the power of our thoughts and the impact they have on our lives.

Body:

- If a person constantly thinks negative thoughts about themselves, such as "I am not good enough" or "I will never succeed," they may start to believe those thoughts and act accordingly. This can lead to a self-fulfilling prophecy in which the person does not achieve their full potential.

- On the other hand, if a person cultivates positive thoughts and beliefs, such as "I am capable of achieving my goals" or "I am worthy of love and respect," they are more likely to take actions that align with those beliefs and ultimately achieve success.
 - The quotation also suggests that our thoughts have a ripple effect on our actions and the world around us. If we think positively and act with kindness and compassion, we may inspire others to do the same and create a more positive and harmonious world.
 - Mahatma Gandhi himself is a prime example of this quote.** He believed in the power of nonviolent resistance and positive thinking, and his actions and beliefs inspired many others to fight for India's independence from British rule.
- In the field of sports, many Indian athletes have achieved great success by maintaining a positive mindset and visualizing their success before it happens.
- For example, cricketer Virat Kohli** is known for his intense focus and self-belief, which has helped him become one of the most successful cricketers in the world.
- In the business world, entrepreneurs who believe in their vision and work hard to make it a reality are often able to achieve great success.
- For example, Dhirubhai Ambani**, the founder of Reliance Industries, started out with a small textile business but through his strong belief in his ideas and hard work, he built a business empire that is now one of the largest in India.
- On the other hand, individuals who constantly harbor negative thoughts and doubts about themselves may struggle to achieve their goals.
- For example**, a student who believes that they are not smart enough to succeed in school may not perform as well as they could, while someone who believes in their abilities may excel.

Conclusion:

This quotation emphasizes the importance of our thoughts and beliefs in shaping our lives and the world around us. By maintaining a positive mindset and believing in ourselves and our goals, we can achieve great things and make a positive impact.

Q13. “Where there is righteousness in the heart, there is beauty in the character. When there is beauty in the character, there is harmony in the home. When there is harmony in the home, there is order in the nation. When there is order in the nation, there is peace in the world” – A.P.J. Abdul Kalam (150 words, 10 Marks)

Answer:

Approach:

- Introduction:** Contextual introduction by explaining the quotation.
- Body:**
 - Explain the relevance of quotes in present day context in various perspectives.
 - Add examples for substantiation.
- Conclusion:** Give prospective way ahead

Introduction:

The quote by A.P.J. Abdul Kalam emphasizes the connection between individual morality and the well-being of society as a whole.

Body:

Here are some Indian examples to illustrate the meaning of the quote:

- In the realm of politics, leaders who prioritize the well-being of their citizens and work towards the common good can create a harmonious and orderly nation.
 - For example**, former Indian Prime Minister Jawaharlal Nehru's commitment to democracy, secularism, and social justice helped build a strong and diverse nation that remains an inspiration to many.
- At the individual level, families that prioritize values like love, respect, and compassion can create a harmonious and peaceful home environment.
 - For example**, the joint family system in India, where several generations live together and support each other, has been credited with creating strong family bonds and promoting harmony and stability.
- Similarly, communities that prioritize social harmony and inclusivity can contribute to peace and order in the nation.

- **For example,** the city of Mumbai, which is home to a diverse array of cultures and religions, has a long history of tolerance and inclusivity, which has helped create a vibrant and harmonious community
- Social activists who work towards creating a more just and equitable society can contribute to the greater good.
 - **For example, Dr. Bindeshwar Pathak,** the founder of Sulabh International, has dedicated his life to improving sanitation and public hygiene in India, particularly for marginalized communities. His work has not only improved the health and dignity of countless individuals but also contributed to social harmony and order.
- In the field of education, teachers who prioritize imparting values like empathy, compassion, and critical thinking can play an important role in shaping the character of their students.
 - **For example, Sister Cyril Mooney,** a Catholic nun who has worked in the slums of Kolkata for over 60 years, has transformed the lives of countless children by providing them with a high-quality education that emphasizes compassion and social justice.

Conclusion:

The quote by A.P.J. Abdul Kalam highlights the importance of individual morality and its impact on society as a whole. When individuals prioritize righteousness in their hearts, they can create beauty in their character, harmony in their homes, order in their nation, and ultimately, contribute to peace in the world.

2018

Q1. State the three basic values, universal in nature, in the context of civil services and bring out their importance. (150 words, 10 Marks)

Answer:

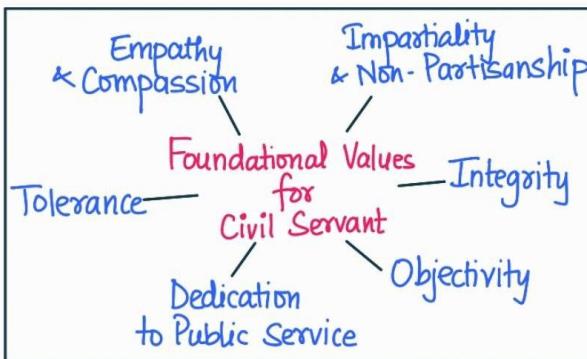
Approach:

- **Introduction:** Definition of values.
- **Body:**
 - Mention the Importance of these values in the context of civil services.
 - How are these values universal?
 - Add examples for substantiation.
- **Conclusion:** Conclude by relevant statements.

Introduction:

The three basic values that are considered universal in nature in the context of civil services are:

- **Integrity:** Refers to the adherence to moral and ethical principles. It means being honest, transparent, and impartial in decision-making and actions. It also implies being accountable for one's actions.
- **Objectivity:** Refers to making decisions based on facts, evidence, and data, rather than personal biases or prejudices. It involves being fair and unbiased while dealing with various stakeholders.
- **Professionalism:** Refers to the level of competence, expertise, and efficiency that civil servants bring to their work. It involves maintaining high standards of work, being responsive to the needs of citizens, and continuously improving skills and knowledge.



Body:

Importance of these values in the context of civil services:

These values are crucial for civil servants as they are responsible for providing various public services and are expected to maintain high levels of **integrity, objectivity, and professionalism**. These values ensure that the civil servants are accountable, efficient, and responsive to the needs of the citizens they serve.

Examples of these values in Indian civil services:

1. **Integrity:** In 2010, **IAS officer Durga Shakti Nagpal**, while serving as the sub-divisional magistrate in Gautam Buddha Nagar, took on the **sand mafia**, and was subsequently suspended for her actions. However, her actions were praised by the public, and she was reinstated after a few months. Her actions showed the importance of integrity and standing up against corrupt practices.
2. **Objectivity:** In 2015, the Indian government launched the **Pradhan Mantri Jan Dhan Yojana (PMJDY)**, aimed at providing financial inclusion to all citizens. The scheme was implemented objectively, without any biases, and resulted in over 42 crore bank accounts being opened. The scheme was successful due to the objectivity of the civil servants involved in its implementation.
3. **Professionalism:** During the COVID-19 pandemic, Indian civil servants displayed professionalism by working tirelessly to ensure the smooth functioning of essential services. **For example**, Indian Administrative Service (IAS) officer **Dr. K. Senthil Raj** played a crucial role in controlling the spread of the virus in his district, Krishnagiri, by implementing various measures such as setting up quarantine facilities, contact tracing, and testing. His efforts were widely appreciated, and he was awarded the Prime Minister's Excellence Award for his work.

Conclusion:

Upholding these values promotes good governance, social justice, and economic growth. It is therefore essential for civil servants to embody these values in their work and uphold them in all their interactions with the public.

Q2. Distinguish between “Code of ethics” and “Code of conduct” with suitable examples. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Contextual introduction explaining the question.
- **Body:**
 - Mention the difference between code of ethics and code of conduct.
 - Add examples for substantiation.
- **Conclusion:** Conclude accordingly with the significance.

Introduction:

In professional settings, organizations often establish guidelines to govern the behavior and actions of their members.

Two commonly used terms in this context are "**code of ethics**" and "**code of conduct**". While these terms may appear similar, they differ in their scope and focus.

Body:

Items	Code of Ethics	Code of Conduct
Purpose	Sets out fundamental principles and values	Provides specific rules and guidelines
Focus	Moral values, integrity, and overall ethical responsibilities	Specific behaviors and compliance requirements
Scope	Broader framework for ethical decision-making	Clear expectations and standards for behavior
Applicability	Professionals within an organization or a profession	Employees within an organization or specific context
Example	Bar Council of India's Code of Ethics for lawyers	Tata Group's Code of Conduct for employees

Examples:

Code of Ethics:

- Bar Council of India's Code of Ethics for lawyers
- Institute of Chartered Accountants of India's Code of Ethics
- Medical Council of India's Code of Ethics Regulations
- Society of Professional Journalists' Code of Ethics

Code of Conduct:

- Tata Group's Code of Conduct for employees
- Reserve Bank of India's Code of Conduct for bank employees
- Infosys' Code of Conduct for employees
- Securities and Exchange Board of India (SEBI) Code of Conduct for market intermediaries

Conclusion:

Both codes are crucial in maintaining public trust and ensuring compliance with laws and regulations. By upholding these codes, individuals and organizations can demonstrate their commitment to ethical behavior and maintain the integrity of their profession or industry.

Value Addition:-

Code of Ethics: A Code of Ethics is a set of principles or guidelines that establish standards of behavior and conduct for individuals within a profession, organization, or group, guiding them in making ethical decisions and promoting integrity and responsible behavior.

Code of Conduct: A Code of Conduct is a set of rules and guidelines that specify the expected behavior and actions of individuals within an organization or group, outlining the standards for professional conduct, interactions, and adherence to legal and ethical obligations.

Q3. What is meant by public interest? What are the principles and procedures to be followed by the civil servants in public interest? (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Definition of public interest.
- **Body:**
 - Mention the principles and procedures to be followed by the civil servants in public interest
 - Add examples for substantiation.
- **Conclusion:** Give prospective way ahead and importance in public service.

Introduction:

Public interest refers to the common good or welfare of the general public. It represents the interests and needs of the broader community, as opposed to the narrow interests of individuals or specific groups.

In the context of civil service, public interest refers to the obligation of civil servants to act in the best interests of the public they serve, rather than for personal gain or the interests of a specific group.

Body:

To act in the public interest, civil servants must adhere to certain principles and procedures. These include:

- **Transparency and Accountability:** Civil servants must ensure that their actions and decisions are transparent and accountable to the public they serve. They must provide accurate and timely information to the public and be willing to explain their actions and decisions.
- **Objectivity and Impartiality:** Civil servants must be objective and impartial in their decision-making, without favoring any particular individual or group. They must base their decisions on facts and evidence rather than personal opinions or biases.
- **Efficiency and Effectiveness:** Civil servants must ensure that their actions and decisions are efficient and effective in achieving their intended outcomes. They must use public

resources wisely and ensure that their actions are aligned with the goals and objectives of their organization.

- **Respect for Human Rights and Dignity:** Civil servants must respect and protect the human rights and dignity of all individuals, regardless of their background or circumstances. They must ensure that their actions do not discriminate against or harm any individual or group.
 - **For example,** in India, civil servants are required to follow the principles and procedures outlined in the All India Services (Conduct) Rules, 1968. These rules require civil servants to act in the public interest, uphold the integrity and impartiality of the civil service, and avoid any action that could bring discredit to the service. The rules also prohibit civil servants from engaging in any activity that is prejudicial to the interests of the state or the public.
- Another example is the Right to Information Act, 2005, which provides citizens with the right to access information held by public authorities. Civil servants are required to provide accurate and timely information to the public under this act, promoting transparency and accountability in decision-making.

Conclusion:

In conclusion, acting in the public interest is a fundamental principle of civil service in India. Civil servants must adhere to certain principles and procedures, including transparency, objectivity, efficiency, and respect for human rights and dignity, to ensure that their actions and decisions are aligned with the best interests of the public they serve.

Q4. "The Right to Information Act is not all about citizens' empowerment alone, it essentially redefines the concept of accountability. Discuss. (150 words, 10 Marks)

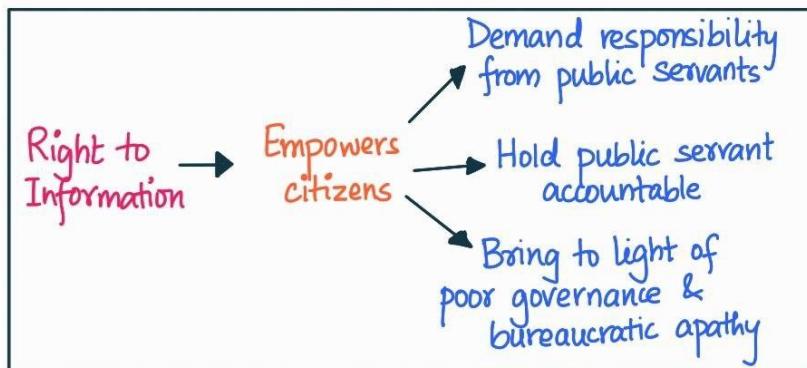
Answer:

Approach:

- **Introduction:** Contextual introduction, briefly write about the RTI.
- **Body:**
 - Mention how the Right to Information Act (RTI) redefines the concept of accountability and empowers the citizens.
 - Add examples for substantiation.
- **Conclusion:** Conclude by relevant statements or way ahead.

Introduction:

The Right to Information Act (RTI), passed by the Indian Parliament in 2005, is a landmark legislation that provides citizens with the right to access information held by public authorities. The act has been hailed as a major step towards transparency and accountability in Indian democracy.



Body:

How the Right to Information Act (RTI) redefines the concept of accountability?

1. **Transparency and Accountability:**

- The RTI Act promotes transparency by providing citizens with the right to access information held by public authorities.
- Public authorities are required to proactively disclose information that is in the public interest, such as information related to their functioning, policies, and decision-making processes.
- The act redefines the concept of accountability by placing the onus on public authorities to justify their actions and decisions to the public.



2. Participatory Democracy:

- The RTI Act promotes participatory democracy by empowering citizens to participate in the decision-making process.
- Citizens can access information on public policies and decisions, and provide feedback to public authorities, thereby contributing to the decision-making process.
- The act redefines the concept of accountability by making public authorities accountable to the public they serve, rather than to a small group of individuals or interests.

3. Prevention of Corruption:

- The RTI Act helps prevent corruption by promoting transparency and accountability in public institutions.
- Citizens can access information related to government contracts, tenders, and expenditures, and hold public officials accountable for any irregularities or corruption.
- The act redefines the concept of accountability by requiring public authorities to be transparent and accountable in their financial and administrative affairs.

4. Empowering Citizens:

- The RTI Act empowers citizens by providing them with the right to access information that is essential for their daily lives, such as information related to health, education, and social welfare.
- Citizens can use the information obtained through the act to hold public authorities accountable for their actions and decisions.
- The act redefines the concept of accountability by empowering citizens to play an active role in monitoring the actions and decisions of public authorities.

Examples of how the RTI Act redefines the concept of accountability in India include:

- The exposure of corruption in the allocation of telecom licenses in 2008, following an RTI application by an activist.
- The disclosure of information related to the quality of mid-day meals provided to school children, following an RTI application by a group of parents.
- The disclosure of information related to the utilization of funds allocated for the development of a village, following an RTI application by a resident of the village.

Conclusion:

The act has been instrumental in exposing corruption, ensuring good governance, and promoting public participation in decision-making processes. The RTI Act has become an essential tool for citizens to hold public authorities accountable and to demand transparency and accountability in public affairs.

Q5. What is meant by conflict of interest? Illustrate with examples, the difference between the actual and potential conflicts of interest. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Definition of conflict of interest.
- **Body:**
 - Mention actual and potential conflicts of interest.
 - Add examples to substantiate your views.
- **Conclusion:** Conclude accordingly.

Introduction:

Conflict of interest refers to a situation where an individual's personal interests or financial interests may influence their ability to make impartial decisions in their professional capacity.

Body:

Here are some examples of actual and potential conflicts of interest:

- **Actual Conflict of Interest:** An actual conflict of interest arises when an individual's personal interests directly conflict with their professional duties.
- **For example:**
 - A government official who holds shares in a company that is bidding for a government contract.
 - A doctor who receives a commission from a pharmaceutical company for prescribing their drugs.
 - A judge who owns shares in a company that is involved in a case before them.
 - A police officer who receives gifts or favors from a suspect they are investigating.
 - An auditor who is hired by a company to audit their financial statements, but also provides consulting services to the same company.
- **Potential Conflict of Interest:** A potential conflict of interest arises when an individual's personal interests could potentially influence their professional duties.



For example:

- A financial advisor who receives a commission for recommending certain investment products to clients.
- A journalist who owns shares in a company they are reporting on.
- A lawyer who represents a client whose interests conflict with their own personal beliefs.
- An academic researcher who receives funding from a company that produces a product they are researching.
- A public official who has close personal or financial ties to a company that is seeking a government contract.

Conclusion:

In each of these situations, the individual's personal interests could potentially influence their professional duties, creating a conflict of interest. It is important for professionals to be aware of these potential conflicts and take steps to manage them, such as recusing themselves from decision-making processes, disclosing potential conflicts to relevant parties, or seeking guidance from an ethics committee.

Q6. "In looking for people to hire, you look for three qualities: integrity, intelligence and energy. And if they do not have the first, the other two will kill you." – Warren Buffett. What do you understand by this statement in the present-day scenario? Explain. (150 Words, 10 Marks)

Answer:

Approach:

- **Introduction:** Give the emphasis of the quote and importance of these qualities.
- **Body:**
 - Mention the relevance of this statement in Indian context with proper substantiation of examples.
 - How these qualities help in administration.
 - Relationship between these qualities.
- **Conclusion:** Conclude suitably with the significance of these qualities.

Introduction:

Warren Buffett's statement emphasizes the critical importance of integrity in individuals, especially in a professional context. In the present-day scenario, where the world is increasingly complex and interconnected, and businesses are under increasing scrutiny for their actions, integrity has become more crucial than ever before.

Body:

Here's an explanation of the statement in the present-day scenario:

- **Integrity is fundamental:** Integrity refers to honesty, ethical behavior, and adherence to moral principles. It is a foundational quality that forms the basis of trust and credibility in both personal and professional relationships.
Example: In recent times, several high-profile corporate scandals in India, such as the Satyam scandal, highlight the devastating consequences that arise when individuals lack integrity.
- **Importance of ethical leadership:** Hiring individuals with integrity is crucial for building a culture of ethical leadership within organizations.
Example: The appointment of N. Chandrasekaran as the Chairman of Tata Sons after the Tata Group's internal governance crisis showcased the significance of selecting a leader with a reputation for integrity.
- **Trustworthiness and accountability:** Individuals with integrity are more likely to act responsibly, be accountable for their actions, and prioritize the interests of stakeholders.
Example: In the banking sector, the Reserve Bank of India (RBI) emphasizes the importance of integrity in the appointment of bank directors and management.
- **Impact on organizational culture:** Hiring individuals with integrity helps foster an ethical and transparent organizational culture.
Example: The Aditya Birla Group's Values Charter highlights the significance of integrity as one of its core values.
- **Rebuilding public trust:** Companies and institutions that prioritize integrity in their hiring practices contribute to restoring public trust in the wake of corporate scandals and governance failures.
Example: The establishment of the Securities and Exchange Board of India (SEBI) as a regulatory authority aims to maintain the integrity and transparency of the Indian securities market.

Conclusion:

Therefore, individuals, especially those in positions of authority, must strive to uphold the highest standards of integrity and ethical behavior to achieve success in a responsible and sustainable manner.

Q7. "In doing a good thing, everything is permitted which is not prohibited expressly or by clear implication". Examine the statement with suitable examples in the context of a public servant discharging his/her duties. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Contextual introduction explaining the statement.
- **Body:**
 - In the context of a public servant discharging his/her duties, mention the examples to illustrate the limitations of this statement.
- **Conclusion:** Conclude by relevant statements

Introduction:

The statement suggests that when a public servant is performing a good deed, he or she can take actions that are not expressly prohibited by law or by clear implication. However, this statement raises the question of what constitutes a "good thing," and whether actions that are not expressly prohibited can still be unethical or immoral.

Body:

Let's examine the statement with suitable examples in the context of public servants in India:

1. **Upholding the law:** Public servants are entrusted with enforcing and upholding the law. While performing their duties, they must adhere to legal provisions and cannot justify unethical actions by claiming that they are pursuing a "good thing."

Example: In the case of the encounter killing of Sohrabuddin Sheikh, several police officers were involved in the extrajudicial killing.

2. **Corruption and bribery:** Public servants have a responsibility to act in the best interest of the public and avoid any form of corruption or bribery.

Example: In 2012, the Central Bureau of Investigation (CBI) arrested Ashok Kumar Singh, an Indian Revenue Service officer, for accepting a bribe of Rs. 2 lakh to manipulate a tax assessment.

3. **Misuse of power:** Public servants must exercise their authority within the limits prescribed by the law and maintain the trust placed in them by the public.

Example: In the Adarsh Housing Society scam, several high-ranking defense officials, including politicians and bureaucrats, misused their positions to secure apartments in a society meant for war veterans.

4. **Conflict of interest:** Public servants must avoid situations where personal interests conflict with their duty to serve the public.

Example: Former Union Minister Shashi Tharoor faced allegations of a conflict of interest in the IPL (Indian Premier League) controversy. It was alleged that he had a stake in a company that bid for an IPL team while serving as the Minister of State for External Affairs.

Conclusion:

The examples provided show that civil servants who prioritize integrity, intelligence, and energy, as well as ethical considerations, can make a positive impact on society. Ultimately, public servants should strive to uphold the principles of good governance, transparency, and accountability, and prioritize the public interest above all else.

Q8. With regard to the morality of actions, one view is that means is of paramount importance and the other view is that the ends justify the means. Which view do you think is more appropriate? Justify your answer. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about the concept of morality.
- **Body:**
 - Analyze the context of the statement in various perspectives.
 - How does mean and end play a role in morality?
 - Add examples for substantiation.
- **Conclusion:** Conclude accordingly with significance of morality.

Introduction:

The question of whether the means or the ends are more important in evaluating the morality of actions is a complex one, and there are compelling arguments on both sides.

Body:

- **On one hand,** the view that means are of paramount importance holds that the morality of an action depends on the methods used to achieve it.

- This perspective emphasizes the importance of ethics and the principle that the end cannot justify the means if the means are unethical.
- This view prioritizes the ethical standards and the process used to achieve a particular outcome, which ensures that the outcome is morally acceptable.
- **On the other hand**, the view that the ends justify the means holds that the morality of an action depends solely on the outcome it produces.
 - This perspective emphasizes that the ultimate goal of an action is the most important consideration, and that any means necessary to achieve that goal are justifiable, even if they are unethical.
- In my opinion, neither view is entirely appropriate in all situations. The context and circumstances of each action must be considered to determine whether the means or the ends are more important in evaluating its morality.
- In some cases, the outcome of an action may be so important that it justifies the use of questionable methods to achieve it.
 - **For example**, a government may be justified in taking extreme measures, such as imposing martial law, to prevent a terrorist attack that could cause massive loss of life.
- However, in most cases, the means used to achieve an end are just as important as the end itself.
 - **A good example** is the Indian independence struggle led by Mahatma Gandhi. The means used by Gandhi, such as non-violent civil disobedience, were as important as the end goal of achieving independence from British rule.
- The ethical methods used to achieve the goal ensured that the outcome was not only desirable but also morally acceptable.

Conclusion:

In conclusion, while the ends and means are both important in evaluating the morality of actions, the context and circumstances of each situation must be considered to determine which is more appropriate. Ultimately, a balanced approach that considers both the means and the ends, as well as the ethical principles involved, is the most appropriate way to evaluate the morality of actions.

Q9. Suppose the Government of India is thinking of constructing a dam in a mountain valley bound by forests and inhabited by ethnic communities. What rational policy should it resort to in dealing with unforeseen contingencies (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Wrote about the government initiatives for development.
- **Body:**
 - Mention some rational policies that the government could consider.
 - Add about the issues with tribal people and the environment.
 - Suggestions for better policies.
- **Conclusion:** Give prospective way ahead

Introduction:

If the Government of India is planning to construct a dam in a mountain valley bound by forests and inhabited by ethnic communities, it should adopt a rational policy that prioritizes the interests of all stakeholders and addresses any unforeseen contingencies that may arise.

Body:

Here are some rational policies that the government could consider:

- **Conduct a comprehensive environmental impact assessment (EIA) before starting the construction of the dam.** The EIA should assess the potential impact of the dam on the environment, including the forest and the wildlife, and the social and cultural impact on the ethnic communities living in the area. The government should involve all stakeholders, including environmental experts, local community leaders, and NGOs, in the EIA process.
- **Adopt a participatory approach to decision-making.** The government should consult with the local communities and take their views and concerns into account before proceeding with

the project. This will ensure that the project takes into account the needs and interests of the local communities and avoids any adverse impacts.

- **Establish a robust grievance redressal mechanism.** The government should establish an effective mechanism to address any grievances that the local communities may have during the construction and operation of the dam. The mechanism should be transparent, accessible, and impartial, and should involve all stakeholders.
- **Provide compensation and resettlement to the affected communities.** If the construction of the dam displaced people or disrupted their livelihoods, the government should provide adequate compensation and resettlement options to the affected communities. The compensation should be fair and just, taking into account the impact on their lives and livelihoods.
- **Continuously monitor the project and address any unforeseen contingencies.** The government should set up a monitoring system to keep track of the project's progress and any impact on the environment and the local communities. If any unforeseen contingencies arise, the government should take prompt action to address them and mitigate their impact.

Conclusion:

Any development project should be designed and implemented with the interests of all stakeholders in mind. In the case of constructing a dam in a mountain valley, the government must prioritize the needs of the local communities and the environment while addressing any unforeseen contingencies. By adopting a rational policy that takes into account the interests of all stakeholders and involves their participation, the government can ensure that the project is sustainable, beneficial, and socially responsible.

Q10. Explain the process of resolving ethical dilemmas in Public Administration. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about ethical dilemmas.
- **Body:**
 - Mention the examples of ethical dilemmas in Public Administration.
 - Steps to resolve ethical dilemmas in Public Administration.
- **Conclusion:** Conclude accordingly with the way forward.

Introduction:

Public administration is a field that often presents complex ethical dilemmas due to the intersection of power, accountability, and public interest. Resolving ethical dilemmas in this context requires a systematic approach that balances competing values and interests.

Body:

Examples of ethical dilemmas in Public Administration:

- A public official must decide whether to disclose confidential information that could prevent a serious crime from occurring.
- A public servant must choose between honoring a superior's orders and upholding the law.
- A public official must decide whether to award a contract to a friend or family member who is not the most qualified bidder.
- A public servant must decide whether to follow the official protocol or bend the rules to accommodate a VIP.
- A public servant must decide whether to accept a gift from a private company that is seeking to influence a decision.

The process of resolving ethical dilemmas in Public Administration involves the following steps:



- **Recognize the ethical dilemma:** The first step is to identify the ethical issue at hand and acknowledge that it needs to be addressed.
- **Gather information:** Collect all relevant information about the dilemma, including any laws, policies, and guidelines that apply.
- **Identify stakeholders:** Determine the individuals or groups that may be affected by the decision, including those who may be harmed or benefited.
- **Analyze options:** Consider all the possible options and evaluate the advantages and disadvantages of each option.
- **Apply ethical principles:** Use ethical principles such as honesty, fairness, and respect for human dignity to guide the decision-making process.
- **Make a decision:** Choose the course of action that best aligns with the ethical principles and has the greatest positive impact on stakeholders.
- **Implement the decision:** Once the decision has been made, take action to implement it and monitor its impact.
- **Evaluate the decision:** Evaluate the effectiveness of the decision and make any necessary adjustments.

Conclusion:-

By following this process, public servants can make decisions that are in the best interest of the public while upholding ethical principles. Ultimately, a transparent and accountable decision-making process is crucial to building trust and promoting ethical behavior in public administration.

Value Addition:-

Ethical Dilemma: An ethical dilemma refers to a situation in which a person is faced with a difficult choice between two or more conflicting moral principles or courses of action, each with potential positive and negative consequences.

Example:-

- Whistleblowing: An employee discovers their supervisor engaging in fraudulent activities. They face an ethical dilemma of whether to report the wrongdoing, risking their job and personal safety, or to remain silent, compromising their integrity.

Q11. What do each of the following quotations mean to you in the present context?

"The true rule, in determining to embrace, or reject anything, is not whether it has any evil in it; but whether it has more evil than good. There are few things wholly evil or wholly good. Almost everything, especially governmental policy, is an inseparable compound of the two; so that our best judgment of the preponderance between them is continually demanded." Abraham Lincoln (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Highlights the importance of quote
- **Body:**
 - Mention the relevance of quotes in present day context. Add examples of how Abraham Lincoln's quote can be relevant in the present context.
 - Can link it with life choices and politics or civil services of today.
- **Conclusion:** Conclude accordingly with the way forward.

Introduction:

Abraham Lincoln's quote highlights the complexity of decision-making, particularly in government policy, and emphasizes the need for weighing the pros and cons of any action. He suggests that very few things are entirely good or evil, and most things are a combination of both, making it essential to assess the balance between them.

Body:

- In today's context, this quote is particularly relevant to public administration, where policy decisions can have far-reaching consequences on various stakeholders. It is the responsibility of public servants to weigh the benefits and drawbacks of different policy options and make decisions that maximize the good and minimize the harm.
- **For example**, when considering a new infrastructure project like a dam, the government must weigh the benefits of generating clean energy against the harm it may cause to the environment and the livelihoods of local communities.
- In this case, the government must conduct a thorough cost-benefit analysis to determine whether the project has better than harm.

Few more examples of how Abraham Lincoln's quote can be relevant in the present context:

- **Healthcare policy:** When crafting healthcare policies, governments must weigh the benefits of providing affordable healthcare to all against the cost of implementing such policies.
 - **For example**, universal healthcare may provide significant benefits, but it may require higher taxes, which could have negative consequences on the economy.
- **Environmental policy:** When formulating environmental policies, governments must weigh the benefits of conserving natural resources and protecting the environment against the cost of implementing such policies.
 - **For example**, policies to reduce greenhouse gas emissions may have a positive impact on the environment, but they may increase the cost of energy, which could affect businesses and households.
- **Foreign policy:** When developing foreign policies, governments must weigh the benefits of promoting democracy and human rights against the potential costs, such as economic sanctions and military intervention.
 - **For example**, sanctions against a country may help promote democracy, but they may also lead to economic hardship for the citizens of that country.

Conclusion:

Abraham Lincoln's quote highlights the need for thoughtful decision-making, taking into account the potential costs and benefits of any action. By considering the preponderance of good versus evil, governments can make informed decisions that prioritize the public interest.

Q12. "Anger and intolerance are the enemies of correct understanding." – Mahatma Gandhi (150 words, 10 Marks)

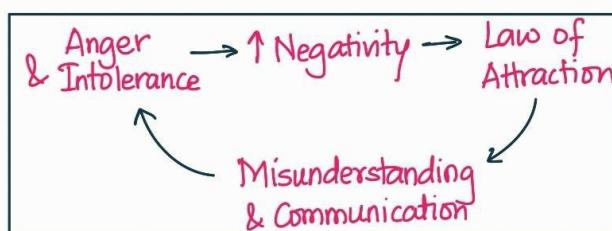
Answer:

Approach:

- **Introduction:** Write about anger and intolerance.
- **Body:**
 - How anger and intolerance are enemies to understanding.
 - Add examples to substantiate your view.
- **Conclusion:** Give prospective way ahead

Introduction:

Mahatma Gandhi's quote emphasizes the negative impact of anger and intolerance on our ability to understand and relate to others. Here are some examples that illustrate this:



Body:

- **Communal Harmony:**

Example: Interfaith celebrations like the **Durga Puja** organized by people of different religions in Kolkata promote unity and defy anger and intolerance.

- **Social Cohesion:**

Example: The **tradition of joint family** living in India, where multiple generations live together, fosters understanding and harmony among family members, despite differences in opinions or age.

- **Political Discourse:**

Example: Peaceful protests like the anti-corruption movement led by **Anna Hazare** in 2011 showcased a constructive approach to demanding change without resorting to anger and intolerance.

- **Interpersonal Relationships:**

Example: The Indian concept of "**Vasudhaiva Kutumbakam**," which means the world is one family, promotes respect and understanding among people from different backgrounds.

- **Resolving Conflicts:**

Example: The successful negotiation and **resolution of the Naga insurgency issue** through dialogue and understanding demonstrated the power of peaceful conflict resolution over anger and intolerance.

Conclusion:

In all these examples, anger and intolerance hinder our ability to listen to others, understand their perspectives, and find common ground. By cultivating empathy and understanding, we can foster healthy relationships and work towards resolving conflicts in a constructive way.

Q13. Falsehood takes the place of truth when it results in unblemished common good." - Thirukkural (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Contextual introduction or briefly explain the statement.
- **Body:**
 - Mention the relevance of quotes in present day context.
 - How does falsehood impact the truth?
 - Add examples for substantiation.
- **Conclusion:** Conclude suitably with the way forward.

Introduction:

The quote suggests that truth and falsehood are not always black and white concepts, and that the line between them can be blurred. In some cases, what may seem like a lie or deceit may actually be a necessary measure to achieve a greater good.

Body:

- The quote also implies that the ultimate goal should be to achieve an unblemished common good, which can sometimes require sacrifices or compromises.
- However, the quote does not suggest that the end justifies the means in all cases. It emphasizes that the decision to lie or deceive should be based on a careful evaluation of the potential consequences and a consideration of whether the benefits outweigh the harms.
- The quote also highlights the importance of context in ethical decision-making. What may be acceptable in one situation may not be in another, and thus ethical decisions should be made with careful consideration of the specific circumstances and the potential impact on individuals and society.

Here are some examples to illustrate this point:

- **A doctor** may lie to a patient about the severity of their condition to prevent them from losing hope and feeling depressed. This lie may ultimately result in the patient recovering faster and better, leading to an overall good outcome for the patient and society.
- During wartime, **a soldier** may lie to the enemy about their troop movements to prevent them from attacking and causing loss of life on both sides. This lie may result in a strategic advantage for their side, leading to an overall good outcome for their nation and society.

- In certain legal cases, a **witness may lie** under oath to prevent harm to their loved ones or to avoid being prosecuted themselves. This lie may prevent further harm or suffering, leading to an overall good outcome for individuals and society.

Conclusion:

Overall, the quote emphasizes the complexity of ethical decision-making and the need to carefully weigh the consequences of one's actions in the pursuit of a greater good. It highlights the importance of context and the need to exercise judgment and discretion in making ethical decisions.

2017

Q1. Conflict of interest in the public sector arises when

- (a) **official duties,**
- (b) **public interest, and**
- (c) **personal interests are taking priority one above the other.**

How can this conflict in administration be resolved? Describe with an example. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** About conflict of interest in public life.
- **Body:**
 - Mention how this conflict in administration be resolved.
 - Explain all the statements in the questions.
 - Add examples for substantiation.
- **Conclusion:** Conclude with the significance.

Introduction:

Conflict of interest in the public sector arises when there is a clash between an individual's official duties, the public interest, and their personal interests. This can lead to biased decision-making, favoritism, and corruption. Resolving this conflict requires a combination of legal and ethical measures.

Body:

Ways to resolve conflict of interests:-

1. Independent Oversight: Establishing an independent oversight body or committee that reviews and monitors potential conflicts of interest in the public sector.

Example: The Central Vigilance Commission (CVC) in India acts as an independent oversight body that investigates corruption cases and potential conflicts of interest in the public sector..

2. Transparency and Accountability: Implementing measures to ensure transparency in the decision-making process, such as making financial disclosures public, maintaining registers of interests, and requiring public servants to declare potential conflicts on a regular basis.

Example: The Right to Information (RTI) Act in India allows citizens to access information held by public authorities.

3. Cooling-off Periods: Enforcing cooling-off periods, where public servants are required to wait for a specific duration before joining the private sector or engaging in activities that may create a conflict of interest.

Example: The Reserve Bank of India (RBI) imposes cooling-off periods for its senior officials before they can join private financial institutions.

4. Training and Education: Providing comprehensive training and education programs for public servants to increase awareness about conflicts of interest, ethical decision-making, and the importance of prioritizing public interest.

Example: The Lal Bahadur Shastri National Academy of Administration (LBSNAA) in India conducts training programs that include sessions on ethics, integrity, and conflict of interest for civil servants.

5. Ethical Guidelines:

Example: The All India Services (Conduct) Rules, 1968, provide ethical guidelines for public servants in India. Rule 13 states that public servants must not engage in any work or conduct that is inconsistent with their official duties or may compromise their integrity.

Conclusion:

Overall, the key to addressing conflict of interest in the public sector is to establish a strong legal and ethical framework that promotes transparency, accountability, and impartiality in decision-making processes.

Conflict of Interest: A conflict of interest occurs when an individual or entity has competing personal, financial, or professional interests that could potentially compromise their objectivity, judgment, or decision-making in a situation where their responsibilities require impartiality.

Value Addition:-

Examples:-

- **Babu Bajrangi:** Government official involved in the 2002 Gujarat riots, conflicting his role with personal biases.
- **P. J. Thomas:** P. J. Thomas, former Chief Vigilance Commissioner (CVC) of India, faced a conflict of interest when allegations of corruption were raised against him during his tenure.

Q2. Examine the relevance of the following in the context of civil service: (150 Words, 10)

- (a) Transparency
- (b) Accountability
- (c) Fairness and justice
- (d) Courage of conviction
- (e) Spirit of service

Answer:

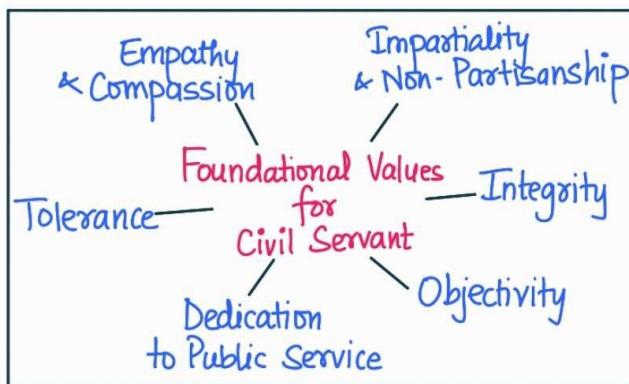
Approach:

- **Introduction:** Write something in the context of civil service.
- **Body:**
 - Examine the relevance of all values in the context of civil service.
 - Add examples for substantiation.
- **Conclusion:** Conclude accordingly with significance of these attributes in civil service.

Introduction:

In the context of civil service, several key values are crucial for the efficient and ethical functioning of the administrative machinery.

Transparency, accountability, fairness and justice, courage of conviction, and the spirit of service are all highly relevant in upholding the principles of good governance, public trust, and the delivery of quality services



Body:

- **Transparency** is essential in the civil service as it ensures that the actions and decisions of public officials are open and visible to the public. Transparency promotes accountability and helps to prevent corruption and abuse of power.

- **For example**, in India, the government launched the e-procurement portal, which allows citizens to monitor government procurement activities and ensures transparency in government procurement processes.
- **Accountability** is critical to the civil service as it ensures that public officials are responsible for their actions and decisions. It helps to prevent abuse of power, corruption, and unethical behavior.
 - **For instance**, the Comptroller and Auditor General (CAG) of India audits government accounts to ensure financial accountability.
- **Fairness and justice** are crucial in the civil service as it ensures that all citizens are treated equally, and decisions are made impartially. Fairness and justice promote public trust in the civil service and help to prevent corruption and abuse of power.
 - **For example**, the Indian Constitution provides for the establishment of the National Human Rights Commission to ensure that citizens' rights are protected and upheld.
- **Courage of conviction** is essential for civil servants as it enables them to stand up for what is right and just, even in the face of opposition. Civil servants with courage of conviction are more likely to resist political pressure and make decisions in the public interest.
 - **For example**, in 2014, IAS officer Durga Shakti Nagpal stood up against illegal sand mining in Uttar Pradesh, despite opposition from powerful politicians and was eventually suspended from her post. However, her courageous actions gained widespread public support and led to the government reversing her suspension.
- **Spirit of service** is vital in the civil service as it emphasizes that civil servants are public servants and work to serve the public interest. The spirit of service promotes dedication to public service and helps to prevent corruption and abuse of power.
 - **For example**, the Indian Administrative Service (IAS) provides training to new recruits on the importance of serving the public interest and upholding ethical standards.

Value Addition:-

Transparency: The principle of transparency emphasizes openness, honesty, and disclosure in decision-making processes and actions. It promotes accountability and allows for scrutiny, ensuring that information is accessible to the public and stakeholders.

Examples:-

- **S.R. Sankaran** - IAS officer known for promoting transparency in welfare schemes.
- **Aruna Roy** - Social activist and former civil servant, instrumental in advocating for transparency through the Right to Information (RTI) Act.

Accountability: Accountability refers to the obligation of individuals and organizations to take responsibility for their actions, decisions, and the consequences thereof. It involves answerability, enforcement of ethical standards, and mechanisms to address breaches of trust.

- **Vinod Rai** - Former CAG who exposed financial irregularities in high-profile cases such as the 2G spectrum scam and Commonwealth Games corruption.
- **E. Sreedharan** - Known as the "Metro Man," he ensured accountability and timely execution of major infrastructure projects like the Delhi Metro.

Fairness and Justice: Fairness and justice entail treating all individuals impartially and equitably, irrespective of personal biases, social status, or any other discriminatory factors. It emphasizes adherence to the rule of law and upholding the principles of equality and justice.

- **Kiran Bedi** - Former IPS officer known for her efforts in prison reforms, advocating for fairness and justice within the criminal justice system.
- **Julio Ribeiro** - Former IPS officer who played a significant role in maintaining law and order during challenging times and promoting fairness in policing.

Courage of Conviction: Courage of conviction refers to the ability to stand firmly by one's beliefs, principles, and values, even in the face of opposition or adversity. It involves taking ethical stands and making difficult decisions based on what one believes to be right.

- **Ashok Khemka** - IAS officer who faced frequent transfers and harassment for exposing irregularities in land deals, displaying unwavering conviction in upholding transparency.
- **D. Roopa** - Karnataka IPS officer who exposed corruption in the prison system, demonstrating courage in her fight against malpractices.

Spirit of Service: The spirit of service involves a selfless commitment to serving the greater good and the welfare of others. It emphasizes putting the needs of the community or nation above personal interests and working towards the betterment of society.

- **K. VijayRaghavan** - Civil servant known for his dedicated work in the field of rural development, contributing to the empowerment of rural communities.
- **Bezwada Wilson** - Activist and Magsaysay Award recipient, dedicated to eradicating manual scavenging and ensuring dignity and equality for marginalized communities.

Q3. Young people with ethical conduct are not willing to come forward to join active politics. Suggest steps to motivate them to come forward. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Contextual introduction wrt youth in politics.
- **Body:**
 - Write why youth is not coming forward.
 - Mention the steps to be taken to motivate young people with ethical conduct to join active politics in India.
 - Substantiate with examples.
- **Conclusion:** Give prospective way ahead

Introduction:

The issue of young people not coming forward to join active politics in India is a significant concern. There are several reasons for this, including the perception of politics as a corrupt and unethical profession.

Body:

To motivate young people with ethical conduct to join active politics, the following steps could be taken:

- **Create a supportive environment:** Political parties and civil society organizations should create a supportive environment for young people to engage in politics. They should provide a platform for young people to voice their opinions, engage in debate, and contribute to policy-making.
- **Increase transparency and accountability:** young people are more likely to engage in politics if there is transparency and accountability in the political system. Political parties and elected representatives should be more transparent in their decision-making and ensure accountability in their actions.
- **Increase representation:** Political parties and governments should increase representation of young people in decision-making bodies. This can be done by reserving seats for young people in political parties, local bodies, and legislative bodies.
- **For example,** the Aam Aadmi Party (AAP) in India has launched a youth wing to encourage young people to join politics. The Bharatiya Janata Party has a youth wing, ABVP and it has been working on youth participation in politics. The Indian National Congress has also launched the National Students Union of India (NSUI), which provides a platform for students to engage in politics and contribute to policy-making.
- **Empower youth-led initiatives:** Political parties and governments can empower youth-led initiatives, such as youth organizations, student unions, and youth forums, to engage in politics and contribute to decision-making. These initiatives can provide a platform for young people to voice their concerns and ideas and work towards a common goal.
 - **For instance,** the Indian government has launched the Yuva Bharat program, which aims to empower youth-led initiatives and provide a platform for young people to engage in politics and contribute to the development of the country.
- **Provide civic education:** young people need to be educated on the political system and their rights and responsibilities as citizens. Civic education can be provided in schools and colleges, and political parties and civil society organizations can also organize workshops and training programs on civic education.
 - **For example,** the Indian government has launched the National Service Scheme (NSS), which aims to provide opportunities for young people to participate in community service and learn about social issues and civic responsibility.
- **Address barriers to entry:** young people may face barriers to entry in politics, such as financial constraints, lack of social networks, and discrimination. Political parties and governments can address these barriers by providing financial assistance, mentorship, and support networks.

- **For instance**, the All India Democratic Women's Association (AIDWA) has launched the Young Women's Leadership Program, which aims to empower young women from marginalized communities to engage in politics and become leaders in their communities.
- **Increase participation in local governance:** Political parties and governments can encourage young people to participate in local governance by providing opportunities for them to engage in local decision-making bodies, such as panchayats and municipal councils.
 - **For example**, the Government of Rajasthan has launched the Chief Minister's Youth Advisory Council, which consists of young people from across the state who advise the Chief Minister on issues related to youth development and engage in local governance.

Conclusion:

Overall, motivating young people with ethical conduct to come forward and join active politics requires a multi-pronged approach that involves creating a supportive environment, promoting ethical conduct, addressing barriers to entry, providing incentives and opportunities, and increasing representation.

Q4. One of the tests of integrity is complete refusal to be compromised. Explain with reference to a real-life example. (150 words, 10 Marks)

Answer:

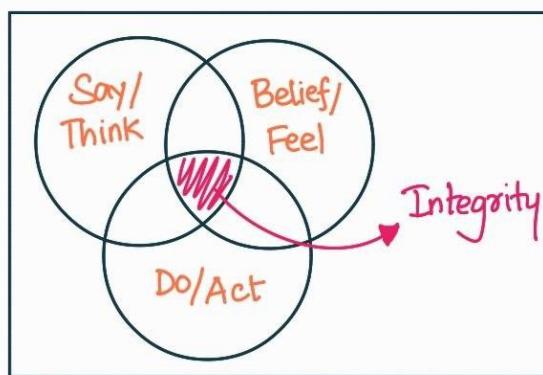
Approach:

- **Introduction:** Definition of integrity.
- **Body:**
 - Mention the lifetime example to substantiate the statement.
 - Add some more examples for substantiation.
- **Conclusion:** Conclude with the importance or significance of integrity.

Introduction:

Integrity is the quality of being honest, ethical, and morally upright. A person of integrity is one who adheres to their principles and values, even in the face of adversity or temptation.

One of the tests of integrity is the complete refusal to be compromised, which means that a person with integrity will not compromise their principles or values for personal gain or convenience, even if it means facing negative consequences.



Body:

- A real-life example of this can be seen in the case of **Satyendra Dubey**, an Indian engineer who was working as a project director in the National Highways Authority of India (NHAI).
- In 2002, **Mr. Dubey had raised concerns** about corruption and mismanagement in the construction of a highway project in Bihar. He had written letters to several high-ranking officials, including the Prime Minister's Office, exposing the irregularities in the project and requesting an investigation.
- However, instead of being commended for his bravery, Dubey was met with retaliation from the contractors and local politicians involved in the project.
- On November 27, 2003, Dubey was shot dead by unidentified assailants while he was returning from work.

- Satyendra Dubey's refusal to compromise his integrity and his commitment to exposing corruption ultimately cost him his life. However, his sacrifice brought attention to the issue of corruption in India and inspired many others to come forward and speak out against it.
- In 2004, the Indian government passed the Whistle-blowers Protection Act to protect whistle-blowers like Dubey who speak out against corruption and malpractice.
- Satyendra Dubey's case serves as a powerful reminder of the importance of integrity in public life and the need to protect those who uphold it.
- It also highlights the need for a strong legal framework to protect whistle-blowers and encourage more people to come forward and expose corruption and malpractice.

Few more examples:

- **Rosa Parks**, an American civil rights activist, who refused to give up her seat on a bus to a white person, despite the segregation laws of the time.
- **Edward Snowden**, an American computer programmer who leaked classified information from the National Security Agency (NSA) in 2013, exposing the extent of government surveillance programs.
- **Anna Hazare**, an Indian social activist, who went on a hunger strike in 2011 to protest against corruption in the Indian government and to demand the enactment of the Lokpal Bill, which aimed to create an independent ombudsman to investigate corruption.

Conclusion:

In all these cases, the individuals refused to compromise their principles or values, even when it meant facing negative consequences. Their actions brought attention to important social issues and inspired others to speak out against injustice and corruption.

**Q5. Corporate social responsibility makes companies more profitable and sustainable.
Analyse. (150 words, 10 Marks)**

Answer:

Approach:

- **Introduction:** Definition of corporate social responsibility.
- **Body:**
 - Analyze the statement in various perspectives.
 - Add the efforts done under CSR with examples for substantiation.
- **Conclusion:** Conclude accordingly with the way forward.

Introduction:

Corporate Social Responsibility (CSR) refers to the practice of companies taking responsibility for their impact on society and the environment. It involves adopting business practices that are sustainable, ethical, and socially responsible. While some companies may view CSR as an added cost, research shows that companies that embrace CSR are more profitable and sustainable in the long run.



Body:

- One way in which CSR can make companies more profitable is by enhancing their reputation and brand image. By engaging in socially responsible activities, such as supporting community development projects, reducing their carbon footprint, or promoting gender equality, companies can build a positive reputation among their customers, employees, and

stakeholders. This, in turn, can lead to increased brand loyalty, customer satisfaction, and improved financial performance.

In India, there are several examples of companies that have embraced CSR and reaped the benefits.

- One such example is **Tata Steel**, which has a long history of engaging in social and environmental initiatives. The company has implemented several sustainable practices, such as using renewable energy sources, conserving water, and supporting education and health programs in the communities where it operates. As a result, Tata Steel has built a strong reputation for being a socially responsible company and has seen a positive impact on its financial performance.
- Another example is **Hindustan Unilever Limited (HUL)**, which has been recognized as a leader in CSR in India. The company has focused on several areas, such as health and hygiene, water conservation, and rural development. HUL's CSR initiatives have not only improved the lives of the communities it serves but have also led to improved financial performance, as customers are increasingly choosing socially responsible products.

Few more examples of Indian companies that have embraced CSR and seen the benefits:

- **Wipro**: The IT giant has been a leader in CSR in India, focusing on areas such as education, healthcare, and environmental sustainability. Wipro's CSR initiatives have not only improved the lives of the communities it serves but have also helped the company attract and retain talent, as employees are increasingly drawn to socially responsible companies.
- **Mahindra Group**: The conglomerate has a strong focus on sustainability and has implemented several initiatives to reduce its carbon footprint and promote social development. Mahindra Group's CSR efforts have helped the company build a positive brand image and attract socially conscious customers, while also improving its financial performance.
- **Godrej Group**: The consumer goods company has been a pioneer in CSR in India, focusing on areas such as health and hygiene, education, and environmental sustainability. Godrej's CSR initiatives have helped the company build a strong reputation for being a socially responsible company and have contributed to its financial success.
- **Infosys**: The IT giant has a strong focus on sustainability and has implemented several initiatives to reduce its carbon footprint and promote social development. Infosys's CSR efforts have helped the company build a positive brand image and attract socially conscious customers, while also contributing to its financial performance.

Conclusion:

CSR can make companies more profitable and sustainable by enhancing their reputation, improving customer loyalty, and fostering innovation. By investing in social and environmental initiatives, companies can build a strong brand image and contribute to the well-being of society, while also benefiting their bottom line.

Q6. "Great ambition is the passion of a great character. Those endowed with it may perform very good or very bad acts. All depends on the principles which direct them."
-Napoleon Bonaparte.

Stating examples mention the rulers

- (i) who have harmed society and country,**
- (ii) who worked for the development of society and country. (150 words, 10 Marks)**

Answer:

Approach:

- **Introduction:** Write the highlights of the quote.
- **Body:**
 - Mention Rulers who have harmed society and country
 - And those who have worked for the development of society and country.
 - Add examples for substantiation.
- **Conclusion:** Give prospective way ahead

Introduction:

Napoleon Bonaparte's famous quote highlights the importance of leadership principles in the success or failure of a society or country.

Some leaders have worked tirelessly towards the development of their society and country, while others have caused immense harm. In this essay, we will examine examples of both types of leaders and the principles that guided them.

Body:

- **Rulers who have harmed society and country:**

- **Adolf Hitler:** The Nazi leader is responsible for the deaths of millions of people during World War II, including the Holocaust and other war crimes.
- **Joseph Stalin:** The Soviet leader was responsible for the deaths of millions of people during his rule, through policies such as forced labor camps and mass executions.
- **Idi Amin:** The Ugandan dictator was responsible for the deaths of hundreds of thousands of people during his rule, through policies such as torture and extrajudicial killings.
- **Saddam Hussein:** The Iraqi dictator was responsible for the deaths of hundreds of thousands of people during his rule, through policies such as torture, executions, and chemical warfare against his own people.
- **Pol Pot:** The Cambodian dictator was responsible for the deaths of millions of people during his rule, through policies such as forced labor camps, executions, and genocide.
- **Genghis Khan:** The Mongol leader was responsible for the deaths of millions of people during his conquests, through policies such as mass killings and forced migrations.

- **Rulers who worked for the development of society and country:**

- **Mahatma Gandhi:** The Indian leader was a champion of nonviolent resistance and led India to independence from British rule, while also promoting social justice and equality.
- **Nelson Mandela:** The South African leader was a key figure in the fight against apartheid and worked to promote reconciliation and equality in his country.
- **Lee Kuan Yew:** The Singaporean leader is credited with transforming his country from a developing nation to a first-world country, through policies such as promoting education, infrastructure development, and economic growth.
- **Akbar :** The Mughal emperor was known for his policies promoting religious tolerance, arts and culture, and infrastructure development, which helped to unify and develop the Indian subcontinent.
- **Peter:** The Russian tsar is credited with modernizing and westernizing Russia through policies such as military reform, infrastructure development, and cultural exchange.
- **Ataturk:** The founder of modern Turkey, Mustafa Kemal Ataturk, implemented wide-ranging social, political, and cultural reforms that modernized Turkey and transformed it into a secular, democratic nation.

Conclusion:

The principles that guide a leader are critical in determining the success or failure of a society or country. Leaders who are motivated by personal gain or power can cause immense harm, while those who are guided by principles of justice, equality, and progress can transform their society and country for the better. As such, it is essential that we choose our leaders wisely and hold them accountable to the principles that they espouse.

Q7. “If a country is to be corruption free and become a nation of beautiful minds, I strongly feel there are three key societal members who can make a difference. They are father, mother and the teacher.” – A. P. J. Abdul Kalam. Analyse. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about corruption or briefly explain the statement.
- **Body:**
 - Role of father, Mother and teacher in making a country corruption-free
 - Substantiate with examples.
- **Conclusion:** Conclude by relevant statements

Introduction:

In his famous quote, A.P.J. Abdul Kalam highlights the crucial role that fathers, mothers, and teachers play in shaping the character and values of young people. He argues that these three societal members have the power to make a difference in creating a corruption-free and equitable society.

Body:

- **Father:** A father is often seen as the head of the family and a role model for his children. If he leads an honest and ethical life, it will influence his children to do the same. Fathers can teach their children the importance of integrity, honesty, and hard work.

Example, the father of Indian cricket legend Sachin Tendulkar instilled in him the values of discipline, hard work, and honesty from a young age. This shaped Tendulkar into the legendary cricketer and role model he is today.

Example, Mahatma Gandhi's father, Karamchand Gandhi, was a man of strong principles and values. He taught Gandhi the importance of truth, simplicity, and self-discipline. These values shaped Gandhi's worldview and guided his actions throughout his life.

- **Mother:** A mother is the primary caregiver and nurturer of a child. She plays a vital role in shaping the child's character and values. If a mother leads an honest and ethical life, it will have a profound impact on her child's values and beliefs. Mothers can teach their children the importance of empathy, compassion, and honesty.

Example, Mother Teresa, who was born and raised in India, devoted her life to serving the poor and needy. Her selfless service and dedication to helping others inspired people all over the world.

Example, Indira Gandhi, India's first female Prime Minister, was deeply influenced by her mother, Kamala Nehru. Kamala Nehru was a social activist and played a key role in the Indian independence movement. Her commitment to social justice and equality inspired Indira Gandhi to follow in her footsteps.

- **Teacher:** A teacher is responsible for shaping the minds of young children and imparting knowledge, values, and skills. Teachers play a critical role in molding the future citizens of a country. If teachers lead an honest and ethical life, it will influence their students to do the same. Teachers can teach their students the importance of critical thinking, integrity, and social responsibility.

Example, Sarvepalli Radhakrishnan, a philosopher and teacher, became the second President of India. He was an advocate of education and believed that it was essential for developing ethical and moral values in young people.

Example, Dr. APJ Abdul Kalam, the former President of India, was deeply influenced by his teacher, Sivasubramania Iyer. Iyer was a strict disciplinarian and instilled in Kalam a strong work ethic and a love for science and technology. These values inspired Kalam to pursue a career in aerospace engineering and later to become one of India's most beloved and respected leaders.

Conclusion:

In conclusion, fathers, mothers, and teachers play a vital role in shaping the moral and ethical values of individuals in Indian society. By instilling in young people a sense of responsibility, empathy, and compassion, they can help create a corruption-free and equitable society.

It is essential to recognize and appreciate the role that fathers, mothers, and teachers play in shaping the character of young people, and to provide them with the support and resources they need to continue to do so.

Q8. How will you apply emotional intelligence in administrative practices? (150 words, 10 Marks)

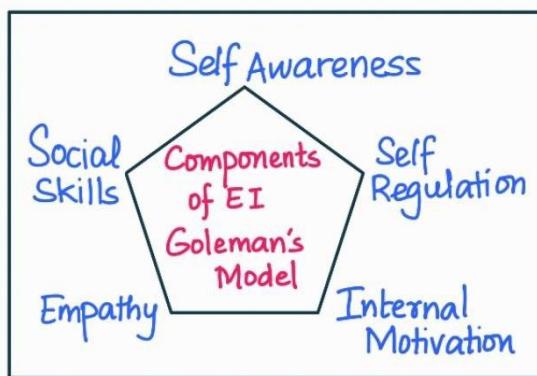
Answer:

Approach:

- **Introduction:** Define emotional intelligence.
- **Body:**
 - Components of EI briefly.
 - Mention how emotional intelligence can be applied in administrative practices along with proper substantiation.
- **Conclusion:** Conclude accordingly with significance of EI.

Introduction:

Emotional intelligence refers to the ability to understand and manage one's own emotions and those of others. Emotional intelligence can be a valuable tool in administrative practices, as it can help administrators to effectively manage interpersonal relationships and to make decisions that are sensitive to the emotional needs of stakeholders.



Body:

Here are some ways in which emotional intelligence can be applied in administrative practices, with Indian examples:

- **Building positive relationships with employees:** T.S.R. Subramanian, an Indian Administrative Service (IAS) officer, was known for his ability to build positive relationships with his employees. He was known to be approachable and empathetic towards his employees, and he would regularly interact with them to understand their concerns and issues. He would also celebrate their successes and provide them with opportunities for growth.
- **Managing conflict:** Kiran Bedi, the former Lieutenant Governor of Puducherry, is a well-known example of a civil servant who effectively managed conflicts in her administrative practices. She was known for her ability to listen to all sides of a conflict, understand the underlying emotions and issues, and work with all parties to find a resolution that fulfills everyone's needs.
- **Making decisions:** S. Parasuraman, a former Chief Secretary of Tamil Nadu, was known for his ability to make decisions that were sensitive to the emotional needs of stakeholders. **For example**, he implemented a program to provide financial assistance to families of deceased government employees, which helped to address the emotional needs of the families while also fulfilling the government's responsibility towards its employees.
- **Managing stress:** H.C. Verma, a retired IAS officer, is an example of a civil servant who effectively managed his own stress levels and supported the well-being of his employees. He was known for his calm demeanor and positive attitude, which helped to create a positive work environment. He also provided his employees with opportunities for stress management, such as yoga and meditation classes.

Conclusion:

By applying emotional intelligence in their administrative practices, civil servants can create a positive work environment, improve relationships, and make better decisions that benefit everyone involved.

Q9. Strength, peace and security are considered to be the pillars of international relations. Elucidate. (150 words, 10 Marks)

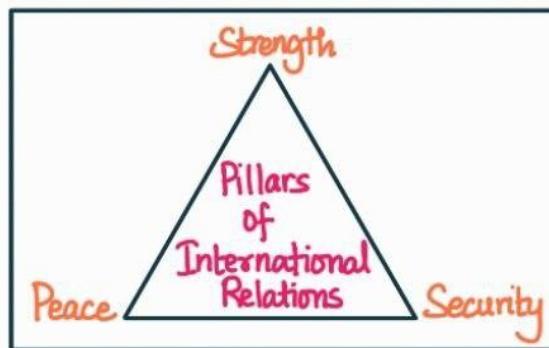
Answer:

Approach:

- **Introduction:** Definition of international relations.
- **Body:**
 - Mention Three fundamental pillars of international relations with proper substantiation.
 - Explain the significance of peace, security in IR and various efforts in that direction.
- **Conclusion:** Give prospective way ahead

Introduction:

International relations refer to the interactions between nations, including diplomatic relations, trade agreements, and military alliances. These interactions are guided by various principles, or pillars, that define the relationships between nations. Three fundamental pillars of international relations are strength, peace, and security.



Body:

Strength: It refers to the ability of a nation to protect and advance its interests, maintain its sovereignty, and project its power on a global scale. Strength can be achieved through military, economic, and diplomatic means.

For example,

- The **United States** is considered a **superpower** due to its military strength and economic dominance, allowing it to project its influence globally.
- China's economic growth has enabled it to become a major global power, allowing it to exert influence in international affairs.
- The United Kingdom's nuclear weapons program and its military alliances with other countries, such as the United States, have enabled it to maintain its global influence and power.

Peace: It refers to the absence of conflict and the presence of stability, cooperation, and harmony among nations. Peace can be achieved through diplomacy, international law, and conflict resolution.

For example,

- The peace process between Israel and Palestine, led by the United Nations, aims to resolve the long-standing conflict between the two nations and establish a lasting peace.
- The Good Friday Agreement, which brought an end to the conflict in Northern Ireland, was a significant step towards establishing peace and stability in the region.
- **The Joint Comprehensive Plan of Action (JCPOA)**, also known as the Iran nuclear deal, aimed to prevent Iran from acquiring nuclear weapons and reduce tensions between Iran and other nations.

Security: It refers to the protection of a nation's people, territory, and interests from external and internal threats. Security can be achieved through military, intelligence, and law enforcement means.

For example,

- **The North Atlantic Treaty Organization (NATO)** was formed to provide collective security to its member nations against external threats.
- **The United Nations** Peacekeeping Forces work to maintain peace and security in conflict zones, such as in South Sudan and the Democratic Republic of the Congo.

These three pillars are interrelated and essential for stable and constructive international relations. Nations that are strong can contribute to maintaining peace and security, while peaceful and secure nations can use their resources to promote strength and stability globally.

Conclusion

As nations become more interconnected and interdependent, they will need to work together to tackle common challenges such as climate change, terrorism, and cybersecurity threats. In doing so, they will need to uphold the principles of strength, peace, and security to ensure that they can work together effectively and promote mutual benefit.

Q10. The crisis of ethical values in modern times is traced to a narrow perception of the good life. Discuss. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Give the emphasis of the statement or briefly write about the ethics.
- **Body:**
 - Mention the relevance of quotes in present day context.
 - Write the crises that ethics have been facing in modern times.
 - Add examples for proper substantiation.
- **Conclusion:** Give prospective way ahead

Introduction:

The crisis of ethical values in modern times can be attributed to a narrow perception of the good life. This perception emphasizes materialism and individualism, leading to a lack of concern for others and the wider community.

Body:

- **Firstly**, the emphasis on materialism and consumerism in modern society has contributed to a loss of ethical values. Many individuals prioritize accumulating wealth and possessions, rather than focusing on personal development or contributing to the common good. This narrow perception of the good life has resulted in a lack of concern for the environment, social justice, and other important ethical issues.
- **For example**, the **fashion industry** is a major contributor to environmental degradation and labor exploitation. However, many consumers continue to prioritize fashion trends and designer brands, rather than considering the ethical implications of their purchases. This narrow perception of the good life, which prioritizes personal satisfaction and status over ethical concerns, has led to a lack of concern for the environment and labor exploitation in the fashion industry.
- **Secondly**, the emphasis on individualism in modern society has also contributed to a loss of ethical values. Many individuals prioritize their own self-interest, rather than considering the needs and well-being of others. This narrow perception of the good life has resulted in a lack of concern for social justice, equality, and other important ethical issues.
- **For example**, income inequality continues to be a major issue in many countries around the world. However, many individuals continue to prioritize their own financial success, rather than advocating for policies that would reduce inequality and promote the common good. This narrow perception of the good life, which prioritizes individual success over ethical concerns, has led to a lack of concern for income inequality and other social justice issues.

Some more examples to illustrate the crisis of ethical values in modern times that can be traced to a narrow perception of the good life:

- **The opioid epidemic in the United States:** The pharmaceutical industry's push to maximize profits by marketing and selling addictive painkillers, even when there were concerns about their safety and effectiveness, has contributed to the opioid epidemic. This

narrow perception of the good life, which prioritizes profit over the well-being of patients, has resulted in the loss of ethical values in the healthcare industry.

- **The use of child labour in developing countries:** The demand for cheap goods by consumers in developed countries has created a market for products made with child labour in developing countries. This narrow perception of the good life, which prioritizes low prices over ethical concerns, has resulted in a lack of concern for the exploitation of child labour in the production of goods.
- **Discrimination and prejudice:** The narrow perception of the good life that emphasizes individualism has also contributed to discrimination and prejudice against marginalized groups such as minorities, women, and the LGBTQ+ community. This narrow perception of the good life, which prioritizes one's own self-interest and identity, has resulted in a lack of concern for the well-being and dignity of others.
- **Corruption in politics:** The narrow perception of the good life that emphasizes personal gain over the common good has contributed to corruption in politics. Politicians who prioritize their own self-interest, rather than serving the public, engage in unethical behavior such as accepting bribes and engaging in nepotism.

Conclusion:

The crisis of ethical values in modern times is a complex issue that requires a multi-faceted approach. By promoting a broader perception of the good life that emphasizes values such as social justice, environmental sustainability, and the common good, and taking proactive steps such as education, regulation, ethical consumerism, and community and social movements, we can address this crisis and create a more ethical and just society.

Q11. Increased national wealth did not result in equitable distribution of its benefits. It has created only some "enclaves of modernity and prosperity for a small minority at the cost of the majority." Justify. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Contextual introduction or rising inequalities in the country.
- **Body:**
 - Mention the reasons behind the statement.
 - Add examples of enclaves of modernity and prosperity for a small minority at the cost of the majority.
 - Impact of inequality and how it can be resolved.
- **Conclusion:** Conclude accordingly with the way forward.

Introduction:

In recent decades, many countries, including India, have experienced significant economic growth and increased national wealth. However, despite this growth, the benefits have not been distributed equitably. Instead, economic growth has created only some "enclaves of modernity and prosperity for a small minority at the cost of the majority."

Body:

Here are some reasons why this is the case:

- **Economic inequality:** Despite rapid economic growth, income and wealth inequality have increased in India. A small group of wealthy individuals and corporations have benefited greatly from economic growth, while the majority of the population remains poor and vulnerable.
- **Regional disparities:** Economic growth has been concentrated in urban areas, particularly in a few select states such as Maharashtra and Karnataka. This has led to significant regional disparities in terms of income, education, and healthcare between urban and rural areas.
- **Lack of inclusive policies:** Many of India's policies have not been designed with inclusivity in mind. For example, the focus on large-scale industrialization has led to the displacement of farmers and rural communities, and the benefits of policies such as tax cuts and subsidies have primarily gone to the wealthy.
- **Corruption:** Corruption has been a major barrier to equitable distribution of wealth in India. Crony capitalism, where business interests are favored over the public good, has resulted in wealth being concentrated in the hands of a few individuals and corporations.

Examples of enclaves of modernity and prosperity for a small minority at the cost of the majority:

- The rapid growth of cities such as Mumbai and Bangalore, which have become hubs of economic growth and modernity. However, the benefits of this growth have been concentrated in the hands of a small group of wealthy individuals and corporations, while the majority of the population remains poor and marginalized.
- The displacement of farmers and rural communities due to large-scale industrialization and the construction of infrastructure such as highways and dams. While these projects have brought economic growth and modernity to some areas, they have often come at the cost of the livelihoods and well-being of the local population.
- The **richest 1 percent grabbed nearly two-thirds of all new wealth** worth \$42 trillion created since 2020, almost twice as much money as the bottom 99 percent of the world's population, reveals a new **Oxfam report**.

Conclusion:

Addressing this issue will require a multi-pronged approach that includes policies to promote inclusive growth, tackle corruption, and prioritize the well-being of all members of society, particularly those who have been historically marginalized.

Furthermore, it is crucial that these policies are implemented in a transparent and accountable manner, with meaningful engagement and participation of all stakeholders. Only then can we hope to create a more just and equitable society for all Indians.

Q12. Discipline generally implies following the order and subordination. However, it may be counter-productive for the organization. Discuss. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Explain about discipline
- **Body:**
 - Mention how excessive discipline can be counter-productive in an Indian context with proper substantiation of examples.
 - What can be done to overcome it?
- **Conclusion:** Conclude suitably with the way forward.

Introduction:

Discipline in an organizational context generally implies following orders and subordination to authority. While it is essential to maintain a certain level of discipline in any organization, excessive discipline can sometimes be counter-productive.

Body:

Here are some examples of how excessive discipline can be counter-productive in an Indian context:

- **Indian schools:** In many Indian schools, discipline is enforced through strict rules and regulations, including dress codes, attendance requirements, and punishments for minor infractions. While this may help maintain order in the classroom, it can also stifle creativity and individuality, leading to a lack of innovation and critical thinking.
- **Indian bureaucracy:** The Indian bureaucracy is notorious for its rigid hierarchy and adherence to rules and regulations. This can often result in bureaucratic delays and inefficiencies, as officials focus more on following rules rather than finding creative solutions to problems.
- **Indian military:** In the Indian military, discipline is of utmost importance, and soldiers are expected to follow orders without question. However, excessive discipline can sometimes lead to a lack of flexibility and adaptability in the face of changing circumstances.
- **Indian manufacturing sector:** In many Indian manufacturing companies, strict adherence to rules and regulations is emphasized, often at the expense of creativity and innovation.

This can result in a lack of competitiveness in the global market, as Indian companies fail to keep up with the latest technological advancements.

Conclusion:

In conclusion, while discipline is essential to maintain order and productivity in any organization, excessive discipline can sometimes be counter-productive. In India, this is often seen in the form of rigid adherence to rules and regulations, which can stifle creativity and innovation, and lead to bureaucratic inefficiencies.

Therefore, it is crucial for organizations to strike a balance between maintaining discipline and encouraging creativity and flexibility, in order to maximize productivity and achieve their goals.

Q13. Without commonly shared and widely entrenched moral values and obligations, neither the law, nor democratic government, nor even the market economy will function properly. What do you understand by this statement? Explain with illustration in contemporary times. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about morality or explain the statement.
- **Body:**
 - Mention the relevance of statements in contemporary times.
 - Add various dimensions, how morality impacts various fields.
 - Add examples for substantiation.
- **Conclusion:** Give prospective way ahead.

Introduction:

This statement emphasizes the importance of ethical and moral values in the functioning of any society. In contemporary times, we see numerous examples of how a lack of shared moral values can lead to dysfunction in different areas of society.

Body:

- **Rule of Law:** The law requires a foundation of shared moral values to be effective. Without a collective understanding of right and wrong, legal principles and regulations may be undermined.

Illustration: The Central Vigilance Commission (CVC) in India ensures integrity and fights corruption in public administration.

- **Democratic Governance:** Democratic systems depend on the participation and engagement of citizens who adhere to moral values such as fairness, equality, and respect for others.

Illustration: Affirmative action policies in India promote social justice and equal opportunities, reflecting the moral value of equality.

- **Market Economy:** An efficient market economy requires trust and ethical behavior among participants. Honesty, transparency, and fairness are essential for the smooth functioning of economic transactions.

Illustration: The Food Safety and Standards Authority of India (FSSAI) ensures transparency and consumer protection in the food industry.

- **Social Cohesion:** Shared moral values and obligations foster social cohesion and a sense of collective responsibility. When individuals prioritize common values, societal well-being can be enhanced.

Illustration: During natural disasters, Indian communities and NGOs come together to provide relief, showcasing the moral value of compassion and empathy.

Conclusion:

It is therefore crucial for individuals and institutions to promote and uphold ethical and moral values in their actions and decisions, in order to create a more just, equitable, and sustainable society. This requires a collective effort, including education, awareness-raising, and accountability mechanisms that ensure that individuals and institutions are held to high ethical standards.

Q1. Explain how ethics contributes to social and human well-being. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about the important aspect of ethics.
- **Body:**
 - Mention how ethics contribute to social and human well-being.
 - Add examples for substantiation.
- **Conclusion:** Conclude with the significance and way forward.

Introduction:

Ethics is an important aspect of social and human well-being as it provides a framework for guiding individuals and communities towards living a moral and virtuous life, and promoting human flourishing.

Body:

- One illustration of how ethics contributes to social and human well-being is through the practice of medical ethics. **Medical ethics** is the study of ethical issues arising from medical treatment and research. Ethical considerations in medicine include the principles of autonomy, beneficence, non-maleficence, and justice.
- For instance, **the principle of autonomy** asserts that individuals have the right to make their own decisions regarding their health and medical treatment. In practice, this means that doctors must obtain informed consent from their patients before providing any medical intervention. By upholding this principle, medical professionals can respect their patients' autonomy and promote their well-being by ensuring that they are fully aware of their medical condition and treatment options.
- The **principle of beneficence**, on the other hand, requires medical professionals to act in the best interest of their patients. In practice, this means that doctors must use their knowledge and skills to provide medical treatment that will benefit their patients, while avoiding harm or unnecessary suffering.
- Non-maleficence, another ethical principle in medicine, requires medical professionals to avoid causing harm to their patients. This principle is particularly important in cases where medical treatment could have adverse effects, and doctors must weigh the potential benefits against the risks of harm.
- Finally, **the principle of justice** requires that medical resources be distributed fairly, without discrimination or prejudice. This means that everyone, regardless of their social or economic status, should have access to quality medical care. By following these ethical principles, medical professionals can contribute to social and human well-being by promoting the health and well-being of their patients, and ensuring that medical resources are used in a fair and just manner.

Conclusion:

By upholding ethical principles, we can create a more just and equitable society, where everyone has the opportunity to live a healthy and fulfilling life.

Q2. Why should impartiality and non-partisanship be considered as foundational values in public services, especially in the present-day socio-political context? Illustrate your answer with examples. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about the relevance of impartiality and non-partisanship in public service.
- **Body:**
 - Mention the current examples to illustrate the importance of impartiality and non-partisanship in public services.
 - How these are foundational values in public services.
- **Conclusion:** Conclude accordingly with significance.

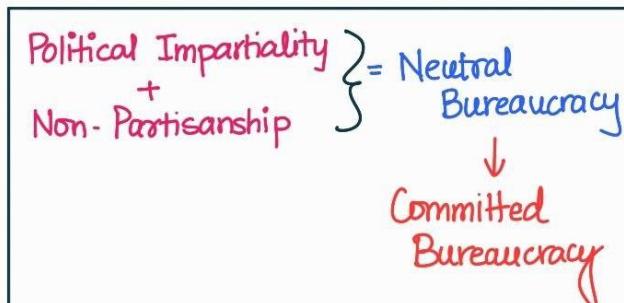
Introduction:

Impartiality and non-partisanship are foundational values in public services because they promote fairness, neutrality, and equality in decision-making processes. In the present-day socio-political context, where political polarization and partisan divisions are widespread, these values are particularly important in maintaining public trust and confidence in government institutions.

Body:

There are few examples in this context :-

- **One example** of the importance of impartiality and non-partisanship in public services is in the administration of elections. Electoral officials must remain neutral and unbiased in their duties to ensure that elections are conducted fairly and transparently. They must not favor any particular political party or candidate and must ensure that all voters have equal access to the voting process. The integrity of the electoral process relies on the impartiality of the officials responsible for administering it.



- **Another example** of the importance of impartiality and non-partisanship in public services is in the selection and promotion of public servants. In order to ensure that the best and most qualified candidates are selected for positions, decisions must be made based on merit and objective criteria rather than political affiliations or personal relationships. Public servants who are selected based on their qualifications and abilities are more likely to be effective and efficient in their roles, leading to better service delivery and greater public trust in government institutions.
- Impartiality and non-partisanship are also important in the **provision of public services**, where decisions must be made in the best interest of the public rather than political or personal gain.
- For example, in the distribution of public resources such as **healthcare and education**, decisions must be made based on need and fairness rather than political favoritism. This ensures that all members of society have equal access to public services and resources, promoting social cohesion and reducing inequality.

Conclusion:

Upholding these values in the administration of elections, the selection and promotion of public servants, and the provision of public services can ensure that decisions are made in the best interest of the public, promote fairness and equality, and strengthen democratic governance.

Q3. What do you understand by the terms 'governance', 'good governance' and 'ethical governance'? (150 words, 10 Marks)

Answer:

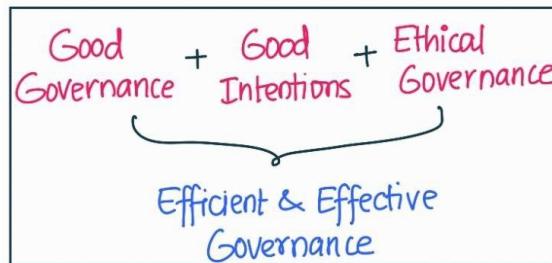
Approach:

- **Introduction:** Definition of three terms briefly.
- **Body:**
 - Mention examples and various initiatives taken in that regard.
 - What more needs to be done.
 - Significance of ethical governance.
- **Conclusion:** Conclude suitably with the way forward.

Introduction:

Governance refers to the process of decision-making and the way in which power is exercised in managing resources and affairs of a community, organization, or country.

Good governance, on the other hand, refers to the principles and practices that promote effective and efficient decision-making, accountability, transparency, and citizen participation in governance.



Ethical governance, meanwhile, refers to governance that is guided by ethical principles such as honesty, integrity, fairness, and respect for human rights.

Body:

- **Examples** of good governance include a government that is transparent in its decision-making processes, accountable to its citizens, and encourages citizen participation in governance.
- This can be seen in countries where the government regularly publishes reports on its activities, and where citizens have the opportunity to provide feedback and hold their leaders accountable for their actions.
- **Good governance** can also be seen in organizations that have clear codes of conduct, provide equal opportunities for all members, and are responsive to the needs and concerns of their stakeholders.
- **Ethical governance**, meanwhile, can be seen in governments and organizations that are guided by ethical principles in their decision-making processes.
 - **For example**, ethical governance can be seen in countries that prioritize human rights and social justice in their policies, and that are committed to protecting the dignity and well-being of all citizens.
 - Ethical governance can also be seen in organizations that prioritize sustainability and responsible business practices, and that seek to create positive social and environmental impacts.
 - **One example** of ethical governance is the social enterprise, TOMS Shoes. TOMS Shoes is a company that is committed to giving back to society by donating a pair of shoes to a child in need for every pair of shoes purchased.

Conclusion

This ethical governance model promotes social responsibility and social impact in business, as well as upholds ethical principles such as respect for human dignity and social justice.

Q4. Discuss Mahatma Gandhi's concept of seven sins. (150 words, 10 Marks)

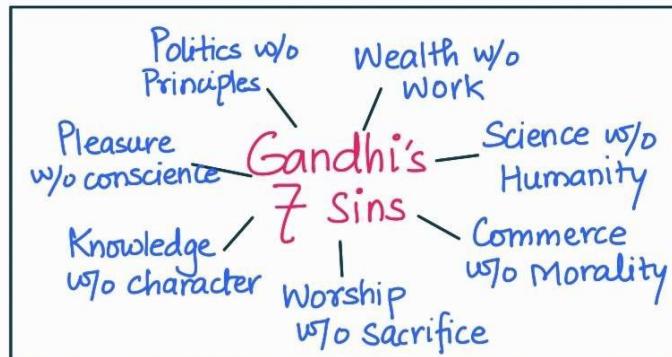
Answer:

Approach:

- **Introduction:** Contextual introduction with few lines on M.K Gandhi.
- **Body:**
 - Explain all those sins
 - Substantiate with examples from current issues for clarity of explanation.
- **Conclusion:** Conclude with the way forward.

Introduction:

Mahatma Gandhi's concept of the seven sins, also known as the "Seven Social Sins" or the "Seven Blunders of the World," are a set of principles that he believed could undermine human progress and happiness.



Body:

- **Wealth without work:** This sin refers to the accumulation of wealth without contributing to society through work. In today's society, this can be seen in cases of corruption and fraud, where individuals or corporations amass wealth through illegal or unethical means.
 - **For example,** the 2018 Punjab National Bank scam, where fraudulent letters of credit were issued to companies without any underlying transactions, resulting in a loss of over 1.8 billion US dollars.
- **Pleasure without conscience:** This sin refers to the pursuit of pleasure without any consideration for the impact it may have on others or the environment. This can be seen in cases of overconsumption, where individuals or societies consume resources beyond what is sustainable or necessary.
 - **For example,** the impact of fast fashion on the environment and the exploitation of workers in the garment industry.
- **Knowledge without character:** This sin refers to the pursuit of knowledge without any moral or ethical grounding. This can be seen in cases of academic fraud, where individuals plagiarize or fabricate data to further their careers or gain recognition.
 - **For example,** the 2011 Harvard University cheating scandal, where over 100 students were implicated in a cheating scandal involving a take-home exam.
- **Commerce without morality:** This sin refers to the pursuit of profit without any consideration for moral or ethical principles. This can be seen in cases of exploitative labor practices, where companies prioritize profit over fair wages and safe working conditions for their employees.
 - **For example,** the Rana Plaza building collapse in Bangladesh in 2013, where over 1,100 garment workers were killed due to poor working conditions in a building that housed several clothing factories.
- **Science without humanity:** This sin refers to the pursuit of scientific knowledge without any consideration for its impact on human well-being or the environment. This can be seen in cases of unethical experimentation, where scientific research is conducted without regard for the safety or dignity of human subjects.
 - **For example,** the Tuskegee Syphilis Study, where African American men were used as subjects in a study on the natural progression of untreated syphilis, without informed consent or proper medical treatment.

- **Religion without sacrifice:** This sin refers to the pursuit of religious beliefs without any corresponding sacrifice or commitment to helping others. This can be seen in cases of religious extremism, where individuals or groups use their religious beliefs to justify acts of violence or discrimination against others.
 - **For example,** the 2019 Easter Sunday bombings in Sri Lanka, where over 250 people were killed and hundreds more injured in a series of coordinated suicide bombings targeting churches and hotels.
- **Politics without principle:** This sin refers to the pursuit of political power without any regard for moral or ethical principles. This can be seen in cases of political corruption, where politicians use their power for personal gain or to further their own interests, rather than serving the needs of their constituents.
 - **For example,** the Watergate scandal in the United States in the 1970s, where President Nixon and his administration were implicated in a series of illegal activities, including wiretapping and burglary, in an attempt to sabotage their political opponents.

Conclusion:

By recognizing and avoiding these seven sins, we can strive towards a more just and equitable world that values ethical governance and human dignity.

Q5. Analyse John Rawls's concept of social justice in the Indian Context. . (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Mention about the Rawls's concept of social justice.
- **Body:**
 - Mention the relevance of John Rawl's concept of social justice in the present day context.
 - Add examples for substantiation.
- **Conclusion:** Conclude with the way forward.

Introduction:

John Rawls is a prominent political philosopher known for his work on social justice and political liberalism. Rawls' concept of **social justice** revolves around the idea of distributive justice, which emphasizes the fair distribution of social goods and resources among members of a society.

Body:

1. **Principles of Justice:** Rawls proposes the principles of justice as fairness, which include equal basic liberties, fair equality of opportunity, and the difference principle.

Example: The reservation system in India, which aims to provide equal opportunities to historically marginalized communities in education and employment, aligns with Rawls's principle of fair equality of opportunity.

2. **Veil of Ignorance:** Rawls suggests making decisions about social structures and policies from a position of impartiality, behind a veil of ignorance, where individuals do not know their own position in society.

Example: The introduction of the Right to Education Act in India, which guarantees free and compulsory education for all children aged 6 to 14, reflects the idea of making decisions based on the needs and rights of children, regardless of their socio-economic background.

3. **Redistribution of Resources:** Rawls argues for the redistribution of wealth and resources to ensure a more equitable society.

Example: The Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) in India, which provides a legal guarantee for 100 days of employment per year to rural households, aims to reduce poverty and address inequalities by providing income and livelihood opportunities to marginalized communities.

4. **Social Cooperation:** Rawls emphasizes the importance of social cooperation and mutual support for achieving social justice.

Example: The Self-Help Group (SHG) movement in India, where women come together to form small groups for economic empowerment, exemplifies the idea of social cooperation and collective action to uplift marginalized sections of society.

5. Human Rights and Social Justice: Rawls emphasizes the protection of human rights and the elimination of discrimination to achieve social justice.

Example: The legal recognition and protection of the rights of marginalized groups, such as the Scheduled Castes and Scheduled Tribes, through legislation like the Scheduled Castes and Scheduled Tribes (Prevention of Atrocities) Act, promotes social justice by addressing discrimination and ensuring equal treatment.

Conclusion:

By emphasizing the fair distribution of social goods and resources, as well as economic and social equality, Rawls' theory can contribute to creating a more just and equitable society in India.

Q6. Discuss the Public Services Code as recommended by the 2nd Administrative Reforms Commission. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about the public services code.
- **Body:**
 - Mention the ten principles of the Public Services Code.
 - Add recommendations of 2nd ARC.
- **Conclusion:** Give prospective way ahead.

Introduction:

The Public Services Code, recommended by the 2nd Administrative Reforms Commission (ARC), is a comprehensive set of guidelines aimed at promoting good governance and ethical conduct in public services in India. The code consists of ten core principles that are designed to ensure transparency, accountability, and efficiency in public services.

Body:

The ten principles of the Public Services Code are as follows:

1. **Integrity:** Public servants must maintain high levels of integrity and avoid any behavior that could be perceived as corrupt or unethical.
2. **Impartiality:** Public servants must be impartial and treat all citizens equally, without any discrimination or favoritism.
3. **Objectivity:** Public servants must make decisions based on objective criteria and avoid any personal biases or preferences.
4. **Accountability:** Public servants must be accountable for their actions and decisions, and should be willing to accept responsibility for any mistakes or failures.
5. **Openness:** Public servants must be open and transparent in their dealings with the public, providing information and access to public records whenever possible.
6. **Honesty:** Public servants must be honest and truthful in their communication with the public, avoiding any misleading or false statements.
7. **Professionalism:** Public servants must exhibit high levels of professionalism in their work, including knowledge, skills, and ethical conduct.
8. **Respect for Human Rights:** Public servants must respect the human rights of all citizens, including the right to dignity, privacy, and freedom from discrimination.
9. **Service Orientation:** Public servants must prioritize the interests of the public and work towards the betterment of society.
10. **Ethical Governance:** Public servants must practice ethical governance and uphold the highest standards of ethical conduct in their work.

Conclusion:

By adhering to the principles outlined in the code, public servants can contribute to the development of a more transparent, efficient, and responsive public service sector that is better able to meet the needs of citizens.

Q7. "Corruption causes misuse of government treasury, administrative inefficiency and obstruction in the path of national development." Discuss Kautilya's views. (150 words, 10 Marks).

Answer:

Approach:

- **Introduction:** Write definition of corruption.
- **Body:**
 - Mention the relevance of quotes in present day context.
 - Add views of Kautilya on corruption.
 - Add examples for substantiation.
- **Conclusion:** Conclude by relevant statements

Introduction:

"Just as it is impossible not to taste honey or poison that one may find at the tip of one's tongue, so it is impossible for a government servant not to eat up, at least, a bit of the king's revenue."

This quote highlights Kautilya's view that corruption is an inherent problem in public service, and that without proper checks and balances, officials will be tempted to misuse public resources for personal gain.

Monopoly + Discretion - Accountability = Corruption

Body:

- The quote also emphasizes the importance of establishing strong institutions and ethical values to prevent corruption and promote good governance.
- One of Kautilya's main concerns was the problem of corruption in government. He believed that corruption could cause significant harm to the state and society, and that it could lead to the misuse of government resources, administrative inefficiency, and obstruction in the path of national development.
- **According to Kautilya**, corruption can take many forms, including embezzlement of public funds, nepotism, bribery, and favoritism. He argued that such practices can lead to the depletion of the government treasury, as corrupt officials siphon off public funds for their own benefit. This can result in a shortage of resources for essential services and projects, hindering the overall development of the state.
- Moreover, **Kautilya believed** that corruption could also lead to administrative inefficiency, as officials prioritize personal interests over the public good. This can result in poor service delivery, slow decision-making, and ineffective implementation of policies and programs. The lack of accountability and transparency in such cases can also erode public trust in the government, leading to further disillusionment and disengagement from the political process.

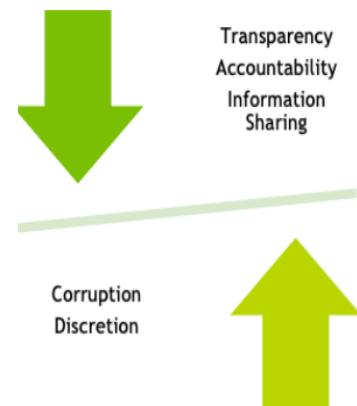
Here are some examples to illustrate Kautilya's views on corruption:

• **Example 1: Misuse of government funds**

Corruption can lead to the misuse of government funds, as officials embezzle public resources for their own benefit. For example, in India, the 2G spectrum scam was a major corruption scandal that involved the misallocation of telecom licenses and spectrum by government officials. The scam caused significant losses to the government treasury and hindered the development of the telecom sector.

• **Example 2: Administrative inefficiency**

Corruption can also lead to administrative inefficiency, as officials prioritize personal interests over the public good. For example, in Nigeria, corruption in the oil sector has led to poor service delivery, slow decision-making, and ineffective implementation of policies and programs. This has hindered the development of the country and eroded public trust in the government.



- **Example 3: Obstruction in the path of national development**

Corruption can also obstruct national development by hindering the implementation of key projects and policies. For example, in Bangladesh, corruption in the construction sector has led to poor quality infrastructure, delays in project completion, and cost overruns. This has hindered the country's economic development and contributed to public dissatisfaction with the government.

Conclusion:

To address these challenges, Kautilya's views on the importance of promoting ethical conduct and good governance remain relevant today, and efforts to combat corruption continue to be a key priority for governments and international organizations around the world. Kautilya recommended a range of measures to promote transparency, accountability, and ethical conduct in public service. He emphasized the importance of strict laws and regulations, effective enforcement mechanisms, and the promotion of ethical values among public servants. He also proposed the use of surveillance and monitoring tools to detect and prevent corrupt practices, and the establishment of strong institutions to ensure good governance.

Q8. How could social influence and persuasion contribute to the success of Swachh Bharat Abhiyan? (150 words).

Answer:

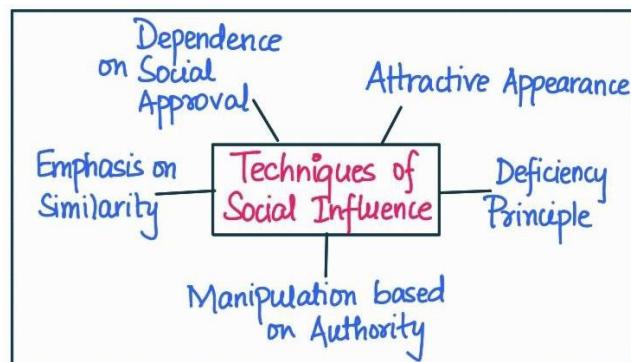
Approach:

- **Introduction:** Write about the Swachh Bharat Abhiyan.
- **Body:**
 - Mention how social influence and persuasion can contribute to the success of Swachh Bharat Abhiyan
 - Add examples for substantiation.
- **Conclusion:** Conclude accordingly with the way forward.

Introduction:

Swachh Bharat Abhiyan (Clean India Mission) is a national campaign launched by the Indian government in 2014 to promote cleanliness, hygiene, and sanitation across the country. The success of this campaign relies on various factors, including social influence and persuasion.

Body:



Here are some ways in which social influence and persuasion can contribute to the success of Swachh Bharat Abhiyan:

- **Normative influence:** People are influenced by what they perceive as the social norms of their community. Therefore, highlighting the social norm of cleanliness and hygiene can be an effective way to encourage people to participate in Swachh Bharat Abhiyan.
- **For example,** showcasing positive role models who follow good sanitation practices can motivate others to do the same. Celebrities and social media influencers can also be utilized to promote the campaign and encourage people to adopt clean and hygienic practices.

- **Informational influence:** People are also influenced by information and facts related to a particular issue. Therefore, providing accurate information about the benefits of cleanliness and the health hazards of poor sanitation can persuade people to participate in Swachh Bharat Abhiyan.



For example, public awareness campaigns can be conducted to educate people about the link between open defecation and diseases such as diarrhea and cholera.

- **Foot-in-the-door technique:** This persuasion technique involves starting with a small request and gradually increasing the demands. In the context of Swachh Bharat Abhiyan, this could involve encouraging people to start with small steps such as disposing of waste properly and gradually increasing their commitment to the campaign.
- **For example,** local authorities can start by encouraging people to clean their own surroundings and gradually move towards cleaning up public spaces.
- **Social proof:** People are more likely to adopt a behavior if they see others doing it. Therefore, showcasing successful **Swachh Bharat Abhiyan** initiatives and the positive impact they have had on communities can motivate others to participate in the campaign. This could involve sharing success stories and case studies of communities that have achieved significant improvements in cleanliness and hygiene.

Conclusion:

By leveraging social norms, accurate information, and persuasion techniques, the campaign can encourage people to adopt clean and hygienic practices and contribute towards a cleaner, healthier India.

Q9. Law and ethics are considered to be the two tools for controlling human conduct so as to make it conducive to civilized social existence. Discuss how they achieve this objective. Giving examples, show how the two differ in their approaches. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about laws and ethics.
- **Body:**
 - Discuss how laws and ethics achieve this objective of controlling human conduct.
 - Add some examples to further illustrate the difference between law and ethics.
- **Conclusion:** Give prospective way ahead

Introduction:

Law and ethics are two important tools for controlling human conduct to make it conducive to civilized social existence. While law is a set of rules and regulations imposed by the government, ethics are moral principles that guide individuals' behavior towards what is right and wrong. Both law and ethics play a crucial role in maintaining social order and promoting harmonious coexistence among individuals in society.

Body:

- **Law** achieves its objective of controlling human conduct by providing a framework for acceptable behavior and consequences for non-compliance. For example, laws against theft and murder provide a clear standard for what is acceptable behavior and a punishment for those who violate it.

- On the other hand, **ethics** achieve their objective by shaping individuals' moral values and attitudes towards behavior. Ethics can guide individuals to make the right decisions even when there is no specific law governing a particular situation. For example, an individual may choose not to engage in plagiarism even though it is not against the law because it is unethical.

Here are some examples to further illustrate the difference between law and ethics:

- An example of a law that governs behavior is traffic rules. Laws such as speed limits, stopping at red lights, and wearing a seatbelt are in place to promote safe driving and prevent accidents. Violations of these laws can result in fines, license suspensions, and other legal consequences.
- In contrast, an example of ethical behavior is honesty. While there are laws against fraud and other forms of deception, ethical standards dictate that individuals should be truthful in their dealings with others even when there is no law governing the situation. For instance, a person might choose to return a lost wallet to its owner rather than keeping it for themselves because it is the right thing to do.
- Another example is environmental protection. While there are laws in place to regulate pollution and protect natural resources, ethical standards call for individuals and organizations to take proactive steps to reduce their impact on the environment. For example, a company may choose to implement sustainable practices such as reducing waste and using renewable energy sources to minimize their environmental footprint, even if there are no laws mandating them to do so.

Law and ethics differ in their approaches in that law is typically reactive and enforced through punishment, while ethics are proactive and focus on promoting good behavior. For example, while laws against bribery punish individuals who engage in corrupt practices, ethical standards aim to prevent individuals from engaging in bribery in the first place by promoting transparency and honesty.

Conclusion:

Law and ethics play complementary roles in controlling human conduct to make it conducive to civilized social existence. While law provides a framework for acceptable behavior and consequences for non-compliance, ethics guide individuals' moral values and attitudes towards behavior. Although they may differ in their approaches, both are crucial for promoting social order and harmonious coexistence among individuals in society.

Q10. Our attitudes towards life, work, other people and society are generally shaped unconsciously by the family and the social surroundings in which we grow up. Some of these unconsciously acquired attitudes and values are often undesirable in the citizens of a modern democratic and egalitarian society.

- (a) Discuss such undesirable values prevalent in today's educated Indians.
 (b) How can such undesirable attitudes be changed and socio-ethical values considered necessary in public services be cultivated in the aspiring and serving civil servants? **(150 words, 10 Marks)**

Answer:

Approach:

- Introduction:** Write about the values that are crucial for civil services.
- Body:**
 - Mention the undesirable values prevalent in today's educated Indians.
 - Mention measures to cultivate socio-ethical values in civil servants
- Conclusion:** Write the way forward which is suitable in present day context.

Introduction:

In the context of civil service, several key values are crucial for the efficient and ethical functioning of the administrative machinery. Transparency, accountability, fairness and justice, courage of conviction, and the spirit of service are all highly relevant in upholding the principles of good governance, public trust, and the delivery of quality services. These values guide civil servants in their daily responsibilities and shape their interactions with the public and fellow colleagues.

Body:

(a) Undesirable values prevalent in today's educated Indians:

- **Corruption:** Instances of corruption can be observed in various sectors, such as government offices, public procurement processes, and tax evasion cases.
Example: The involvement of educated individuals in high-profile corruption cases, such as the 2G spectrum scam and the coal allocation scam, highlighted the persistence of corruption in Indian society.
- **Nepotism and favoritism:** Nepotism and favoritism can be seen in sectors like politics, business, and even educational institutions, where individuals with connections or family ties are given preferential treatment over more deserving candidates.
Example: The controversy surrounding the Bollywood film industry, where star kids and individuals with influential connections are often given opportunities at the expense of talented outsiders, raised concerns about nepotism in the entertainment industry.
- **Casteism:** Despite constitutional provisions and affirmative action policies, caste-based discrimination and biases persist in various aspects of Indian society, including educational institutions, workplaces, and social interactions.
Example: Discrimination against individuals from lower castes in educational institutions, denial of opportunities, and exclusion from certain professions are unfortunate manifestations of casteism.
- **Gender inequality:** Gender-based discrimination and inequality continue to prevail in many parts of Indian society, resulting in limited access to education, employment, and decision-making positions for women.
Example: The gender pay gap, instances of workplace harassment, and gender-based violence are persistent challenges that reflect the ongoing gender inequality in India.
- **Lack of accountability:** Instances of individuals in positions of power evading accountability for their actions, whether in cases of corruption, administrative negligence, or misuse of authority, highlight a lack of responsibility and transparency.
Example: Cases of public officials involved in scams or misconduct, who manage to evade legal consequences due to political influence or systemic loopholes, demonstrate the need for stronger accountability mechanisms.

(b) Cultivating socio-ethical values in aspiring and serving civil servants:

- **Ethics education and training:**
Example: The Lal Bahadur Shastri National Academy of Administration (LBSNAA) in Mussoorie, India, offers training programs that include modules on ethics, integrity, and moral values to aspiring civil servants.
- **Leadership by example:**
Example: The Indian Administrative Service (IAS) officers who lead by example and demonstrate ethical behavior in their decision-making processes inspire and influence junior officers to uphold socio-ethical values.
- **Strengthening accountability mechanisms:**
Example: The Central Vigilance Commission (CVC) in India is an independent body responsible for addressing corruption and promoting transparency in public administration. It investigates corruption cases and recommends action against errant civil servants.
- **Encouraging ethical decision-making:**
Example: The Ministry of Personnel, Public Grievances, and Pensions of the Government of India has issued guidelines and codes of conduct for civil servants to promote ethical decision-making and discourage conflicts of interest.
- **Continuous professional development:**
Example: The Department of Personnel and Training (DoPT) in India conducts regular training programs, workshops, and seminars for civil servants to enhance their understanding of ethical issues and develop their ethical reasoning skills.
- **Institutional reforms:**
Example: The introduction of e-governance initiatives and digital platforms for service delivery, such as the online filing of income tax returns and issuance of digital certificates, aims to reduce corruption and increase transparency within public services.
- **Collaboration with civil society:**
Example: The government collaborates with civil society organizations and NGOs to promote transparency, accountability, and citizen engagement through initiatives like the **Right to Information (RTI)** Act and social audit programs.

- **Recognizing and rewarding ethical behavior:**

Example: The Prime Minister's Awards for Excellence in Public Administration recognizes civil servants who demonstrate exceptional commitment to public service and uphold socio-ethical values in their work.

- **Encouraging citizen engagement:**

Example: The participatory budgeting initiatives in several Indian cities allow citizens to actively engage in decision-making processes, promoting transparency and accountability in public service delivery.

- **Long-term perspective:**

Example: The National Centre for Good Governance (NCGG) in India focuses on capacity building, research, and policy advocacy to promote good governance practices and ethical behavior in public services.

Conclusion:

Cultivating socio-ethical values in civil servants requires a sustained effort from the government, civil society, and the public. It requires a change in mindset and a commitment to creating a just and equitable society.

Q11. Anger is a harmful negative emotion. It is injurious to both personal life and work life.

Discuss how it leads to negative emotions and undesirable behaviors. How can it be managed and controlled? (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about the negative effect of anger.
- **Body:**
 - Mention the Negative emotions and undesirable behaviors associated with anger
 - Mention the strategies to manage and control anger.
- **Conclusion:** Give prospective way ahead

Introduction:

Anger is a natural emotion that we all experience at times. However, when it becomes excessive or uncontrolled, it can lead to negative emotions and undesirable behaviors that can harm both personal and work life.

Body:

Negative emotions associated with anger include:

- **Anxiety and stress:** Frequent and intense anger can cause anxiety and stress, leading to physical and mental health problems.

Example: During the COVID-19 pandemic, healthcare workers in India experienced high levels of anxiety and stress due to the overwhelming workload, shortage of resources, and constant exposure to the virus.

- **Depression:** Anger can trigger feelings of sadness and hopelessness, leading to depression.

Example: In the aftermath of a major natural disaster, such as the 2004 Indian Ocean tsunami, government officials responsible for disaster management may have experienced depression due to the immense scale of devastation and loss.

- **Guilt and shame:** When anger is expressed inappropriately, it can lead to feelings of guilt and shame.

Example: In 2010, the Commonwealth Games held in Delhi were marred by allegations of corruption and mismanagement, leading to feelings of guilt and shame among certain government officials involved in the organizing committee.

Undesirable behaviors associated with anger include:

- **Aggression:** Anger can lead to physical and verbal aggression, including hitting, throwing objects, and yelling.

Example: In 2012, during protests against the construction of a nuclear power plant in Kudankulam, Tamil Nadu, clashes between protesters and the police resulted in instances of aggression and physical violence.

- **Hostility:** Anger can cause people to become hostile towards others, leading to conflicts and damaged relationships.

Example: Instances of political leaders engaging in heated debates and verbal attacks during legislative sessions can exemplify hostility within the political arena.

- **Impulsivity:** When angry, people may act impulsively without considering the consequences of their actions.

Example: Instances of political leaders engaging in heated debates and verbal attacks during legislative sessions can exemplify hostility within the political arena.

To manage and control anger, the following strategies can be used:

- **Recognize triggers:** Identify the situations or people that trigger anger and try to avoid or manage them.

Example: During the 2013 Muzaffarnagar riots in Uttar Pradesh, a police officer recognized that provocative speeches during political rallies could trigger violence and took proactive measures to manage the situation and prevent further escalation.

- **Relaxation techniques:** Use relaxation techniques such as deep breathing, meditation, and yoga to calm the mind and body.

Example: During the 2020 Delhi riots, a district collector regularly practiced deep breathing exercises and mindfulness to remain composed and handle high-pressure situations, ensuring effective management of the unrest.

- **Cognitive restructuring:** Identify and challenge negative thoughts and beliefs that contribute to anger.

Example: After the 2002 Godhra train burning incident, a civil servant challenged their biases and negative beliefs about certain communities, attending sensitivity training and actively working towards fostering inclusivity and harmony in their administrative decisions.

- **Communication:** Express anger in a respectful and assertive way, using "I" statements rather than blaming others.

Example: In the aftermath of the 26/11 Mumbai attacks in 2008, a government spokesperson addressed the media with composure and clarity, providing updates on the situation and assuring the public without displaying anger or defensiveness.

- **Seek help:** If anger is causing problems in personal or work life, seek professional help from a therapist or counselor.

A senior bureaucrat dealing with mounting work pressure and anger issues sought guidance from a professional counselor in 2015, obtaining support to manage their emotions effectively and maintain a healthy work-life balance.

Conclusion:

By using these strategies, we can prevent anger from causing harm to our personal and work life and develop healthier and more positive ways of coping with difficult emotions.

Q12. “Max Weber said that it is not wise to apply to public administration the sort of moral and ethical norms we apply to matters of personal conscience. It is important to realize that the state bureaucracy might possess its own independent bureaucratic morality.” Critically analyze this statement. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about the public administration.
- **Body:**
 - Analyze the statement in multiperspective along with proper substantiation.
 - Mention the independent bureaucratic morality.
 - Add points from both sides.
- **Conclusion:** Conclude suitably with the way forward.

Introduction:

He believed that the state bureaucracy possessed its own independent bureaucratic morality, which was necessary for the efficient functioning of the administrative system. This statement raises some critical questions regarding the relationship between morality and public administration.

Body:

- On the one hand, Weber's argument recognizes the need for a specialized **moral code** that is specific to the functioning of the bureaucratic system. The state **bureaucracy operates** within a complex network of rules and regulations, and public administrators are required to uphold these rules in order to ensure the efficient delivery of public services.

- The bureaucratic morality, therefore, provides a framework for public administrators to follow in order to fulfill their duties effectively.
- On the other hand, **Weber's argument** has been criticized for downplaying the importance of moral and ethical considerations in public administration. The argument can be interpreted as a justification for bureaucratic behavior that is purely focused on rules and regulations, without taking into account the wider social and ethical implications of administrative decisions.
- This approach can lead to situations where bureaucratic decisions conflict with the moral values of society, leading to a breakdown of trust between the state and its citizens.
- In practice, it is important to **strike a balance** between the need for bureaucratic efficiency and the moral and ethical considerations of public administration. While the state bureaucracy may have its own independent bureaucratic morality, this morality should be in line with the broader social and ethical values of society.
- **Public administrators** should be held accountable for their decisions, and their actions should be guided by a strong ethical framework that is based on the principles of fairness, justice, and equality.

Conclusion:

Weber's argument that public administration should be judged by a different moral and ethical standard has some validity, but it must be tempered by a broader understanding of the social and ethical implications of bureaucratic decisions. The state bureaucracy should operate within an ethical framework that balances the need for bureaucratic efficiency with the wider social and ethical considerations of public administration.

2015

Q1. What is meant by 'environmental ethics'? Why is it important to study? Discuss any one environmental issue from the viewpoint of environmental ethics. (150 words, 10 Marks)

Answer:

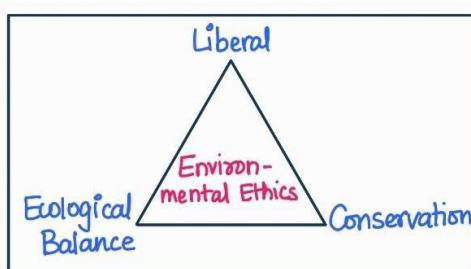
Approach:

- **Introduction:** Definition of environmental ethics.
- **Body:**
 - Mention the reasons why studying environmental ethics is important
 - Add examples from present context like climate change for substantiation.
- **Conclusion:** Conclude with the way forward.

Introduction:

Environmental ethics is a field of study that explores the ethical and moral dimensions of human interactions with the environment.

It involves examining the relationships between humans and nature, considering how human actions impact the natural world, and reflecting on what we owe to future generations and to non-human species.



Body:

Reasons why studying environmental ethics is important:

- **Firstly**, it helps us to recognize the value and **intrinsic worth** of the natural world. It challenges us to move beyond a utilitarian view of nature as merely a resource to be exploited, and instead to see it as something deserving of our respect and consideration.

- Secondly, environmental ethics helps us to understand the **moral implications** of our actions towards the environment. By reflecting on the ethical dimensions of issues such as climate change, deforestation, and pollution, we can make more informed decisions about how to act in ways that are both sustainable and responsible.
- Thirdly, environmental ethics can help us to address **complex environmental challenges** in a just and equitable way. It raises questions about how to balance the needs of humans with the needs of other species and ecosystems, and how to allocate environmental resources in a fair and equitable manner.

Environmental issue from the viewpoint of environmental ethics:-

- One important environmental issue that can be viewed through the lens of environmental ethics is climate change. Climate change is caused by human activities such as burning fossil fuels and deforestation, and is resulting in a wide range of negative impacts, including rising sea levels, more frequent and severe natural disasters, and loss of biodiversity.
- From an environmental ethics perspective, climate change can be seen as a moral issue because it affects not only the natural world but also the lives and well-being of people, particularly those in vulnerable communities. It raises questions about our responsibilities to future generations, as well as our obligations to non-human species and ecosystems.
- **For example**, if we continue to emit greenhouse gasses at current levels, we will likely cause significant harm to future generations and to the natural world. This raises questions about our moral obligations to reduce our carbon footprint, to support policies that promote sustainability, and to take action to mitigate the effects of climate change.
- In addition, climate change is likely to disproportionately affect those who are already marginalized or vulnerable, such as low-income communities, indigenous peoples, and those living in developing countries. This raises questions about how to allocate resources and responsibilities fairly and equitably, and how to ensure that those who are most affected by climate change are not left behind.

Conclusion:

Studying environmental ethics is important because it helps us to recognize the value of the natural world, to understand the moral implications of our actions towards the environment, and to address complex environmental challenges in a just and equitable way. By reflecting on the ethical dimensions of issues such as climate change, we can work towards a more sustainable and responsible future for all.

Q2. Differentiate between the following (10 marks) (200 Words)

- Law and ethics**
- Ethical management and management of ethics**
- Discrimination and preferential treatment**
- Personal Ethics and Professional Ethics.**

Answer:-

- Law and ethics:** Law refers to the set of rules and regulations enforced by a government or authority, whereas **ethics** refers to a set of moral principles or values that guide an individual or a group's behavior. Law and ethics can intersect, but they are not the same. Laws are **mandatory** and enforced by the government, and a violation of the law can result in legal action. Ethics, on the other hand, are **voluntary** and not enforced by the government, but rather by an individual's moral compass.
- Ethical management and management of ethics:** Ethical management refers to the practice of **incorporating ethical principles** and values into business decision-making and operations. It is focused on ensuring that the company operates ethically and with integrity. On the other hand, management of ethics refers to the process of creating, implementing, and maintaining ethical policies and practices within an organization.
- Discrimination and preferential treatment:** Discrimination refers to the **unfair treatment of an individual or group** based on their characteristics such as race, gender, religion, age, etc. Preferential treatment, on the other hand, is the granting of special privileges or opportunities to an individual or group based on their characteristics. Discrimination is often illegal, while preferential treatment can be used in certain circumstances such as affirmative action policies.
- Personal Ethics and Professional Ethics:** Personal ethics refers to an **individual's moral beliefs and values** that guide their personal behavior and decision-making. Professional ethics, on the other hand, are the principles and values that **govern the behavior of**

individuals in a professional setting. Professional ethics may differ from personal ethics, as professionals are held to **higher standards of conduct** and must adhere to specific codes of ethics within their profession.

Question:- Given are two quotations of moral thinkers/philosophers. For each of these bring out what it means to you in the present context.

Q3. "The weak can never forgive; forgiveness is the attribute of strong." (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Briefly explain the context of the statement.
- **Body:**
 - Mention the relevance of quotes in present day context.
 - How forgiveness is an attribute of the strong?
 - Add examples for substantiation.
- **Conclusion:** Conclude with the way forward.

Introduction:

The quote "The weak can never forgive; forgiveness is the attribute of strong" is a powerful statement about the nature of forgiveness and the strength it requires. Forgiveness is not an easy process, and it often takes significant strength and courage to forgive someone who has wronged us.

Body:

- The first part of the quote, "**The weak can never forgive,**" suggests that it takes a certain level of strength to be able to forgive someone. Holding onto anger and resentment can be a way to feel powerful and in control, but it ultimately leaves us stuck in a negative mindset. By contrast, forgiveness requires us to confront our emotions and take steps towards healing and reconciliation.
- The second part of the quote, "**forgiveness is the attribute of strong,**" suggests that forgiveness is a characteristic of those who are strong and resilient. Forgiving someone can be seen as an act of kindness and compassion, as it requires us to empathize with the person who wronged us and let go of our desire for revenge.
- The importance of forgiveness can be seen in many real-life examples. For instance, in the aftermath of the **Rwandan genocide**, the government implemented a process of reconciliation and forgiveness known as "gacaca courts." The aim of these courts was not to punish individuals for their crimes, but rather to promote healing and unity within the country. By forgiving those who had committed atrocities, the Rwandan people were able to move forward from their tragic past and build a stronger future.
- Another example of the **importance of forgiveness** can be seen in personal relationships. When a person is wronged by someone they care about, it can be difficult to move past the hurt and betrayal. However, forgiveness can be a way to repair the relationship and build a stronger bond based on trust and empathy.

Conclusion:

The quote "The weak can never forgive; forgiveness is the attribute of strong" highlights the importance of forgiveness and the strength it requires. By letting go of negative emotions and seeking healing and reconciliation, we can build stronger relationships and move towards a more positive future.

Q4. "We can easily forgive a child who is afraid of the dark; the real tragedy of life is when men are afraid of the light" (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Explain the context of the statement or your understanding.
- **Body:**
 - Illustrate the quote with proper substantiation.
 - Afraid of darkness and its implication.
- **Conclusion:** Conclude with a way forward.

Introduction:

This quote by Plato speaks to the idea that it is natural for children to be afraid of the dark, as it is an unknown and potentially dangerous environment. However, it is a tragedy when adults are afraid of knowledge, truth, and understanding, as it limits their potential for personal growth and societal progress.

Body:

Here are some examples that illustrate this idea:

- **Ignorance of the truth:** Many people are afraid of facing the truth, whether it's about themselves or the world around them. For example, some people may deny the existence of climate change because it challenges their worldview or requires them to make changes in their lifestyle. Similarly, some individuals may refuse to acknowledge their own flaws or mistakes, which prevents them from growing and improving as a person.
- **Fear of change:** The fear of change is another factor that can prevent people from embracing the light of knowledge and progress. For instance, some people may cling to outdated traditions or beliefs that are no longer relevant or useful. This can limit their ability to adapt to new situations and make positive changes in their lives and communities.
- **Avoiding uncomfortable conversations:** Some individuals may avoid discussing difficult topics, such as politics, religion, or social issues, out of fear of offending others or being criticized. However, avoiding these conversations can prevent people from gaining a deeper understanding of different perspectives and ideas, which is crucial for personal and societal growth.
- **Refusal to learn:** Finally, some people may refuse to learn new things, whether it's a new skill or a new idea. This can be due to a fear of failure, a lack of confidence, or a belief that they already know everything they need to know. However, this mindset can prevent individuals from expanding their knowledge and achieving their full potential in life.

Conclusion:

While it is natural to be afraid of the unknown or unfamiliar, it is important to recognize that avoiding knowledge and progress can have tragic consequences. By facing our fears and embracing new ideas and experiences, we can grow as individuals and contribute to a better society. So let us strive to overcome our fears and step into the light of knowledge, truth, and understanding.

Q5. “A mere compliance with law is not enough, the public servant also has to have a well-developed sensibility to ethical issues for effective discharge of duties” Do you agree? Explain with the help of two examples where

- (i) **an act is ethically right, but not legally and**
- (ii) **an act is legally right, but not ethically. (150 words, 10 Marks)**

Answer:

Approach:

- **Introduction:** Write about the relation between ethics and laws.
- **Body:**
 - Explain how an act is ethically right, but not legally and another act is legally right, but not ethically.
 - Substantiate with examples.
- **Conclusion:** Conclude with suggestion or way forward.

Introduction:

A mere compliance with law is not enough for a public servant to effectively discharge their duties. They must also possess a well-developed sensibility to ethical issues. Ethics is concerned with the principles of right and wrong behavior, while the law is concerned with rules and regulations. A public servant who is only concerned with complying with the law may not always act in the best interest of the public.

Body:

- One example of an act that is ethically right but not legally is **whistleblowing**. Whistleblowing is the act of exposing illegal or unethical behavior by an organization. While whistleblowing may be ethically right, it may not always be legal.
- In some cases, whistle-blowers may face legal consequences for breaching confidentiality agreements or violating trade secrets. However, whistle-blowers play an important role in exposing corruption and promoting transparency in organizations, which is essential for maintaining public trust.
- Another example of an act that is legally right but not ethically is **discrimination**. Discrimination is the act of treating someone differently based on their race, gender, religion, or other personal characteristics.
- While discrimination may be legal in some cases, such as affirmative action policies, it is never ethically right. Discrimination can lead to unequal opportunities and create a sense of division within society, which can have negative consequences in the long run.

Conclusion

A public servant must possess a well-developed sensibility to ethical issues to effectively discharge their duties. While complying with the law is important, it is not always enough. Public servants must also consider the ethical implications of their actions and strive to act in the best interest of the public. The examples of whistleblowing and discrimination illustrate the importance of balancing legal compliance with ethical considerations.

Q6. How do the virtues of trustworthiness and fortitude get manifested in public service? Explain with examples (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Explain about public service.
- **Body:**
 - Mention the two important virtues that public servants must possess are trustworthiness and fortitude
 - Add examples of how trustworthiness and fortitude get manifested in public service.
- **Conclusion:** Give prospective way ahead

Introduction:

Public servants are individuals who work for the government in various capacities to provide essential services to the public. These services can range from law enforcement and healthcare to education and infrastructure development. The role of public servants is crucial in ensuring that the needs of the public are met effectively and efficiently.

Body:

Two important virtues that public servants must possess are trustworthiness and fortitude.

- **Trustworthiness** is the foundation of any relationship, and it is especially important for public servants, who hold positions of authority and responsibility. Public servants who are trustworthy are honest, reliable, and dependable. They are transparent in their actions and decisions and prioritize the public good over personal gain. Trustworthy public servants are essential for maintaining public trust in government institutions and ensuring the integrity of the democratic process.
- **Fortitude** is another important virtue for public servants to possess. Fortitude means having the courage to do what is right, even in the face of adversity. Public servants who possess fortitude are willing to take difficult or unpopular actions in the interest of the public good.

- They stand up to pressure from powerful interest groups and are not swayed by personal gain or the fear of retaliation. Fortitude is essential for ensuring that public servants are able to uphold their duty to serve the public good, even in challenging circumstances.

Here are some examples of how trustworthiness and fortitude get manifested in public service:

- **Trustworthiness:** Public servants who are trustworthy are transparent in their actions and decisions. They avoid conflicts of interest and prioritize the public good over personal gain. **Example:** a government official who discloses conflicts of interest and avoids situations where they might benefit personally demonstrates trustworthiness. Similarly, a police officer who reports misconduct by a fellow officer shows that they prioritize their duty to uphold the law over loyalty to their colleagues.
- **Fortitude:** Public servants who possess fortitude are willing to take difficult or unpopular actions in the interest of the public good. They are not swayed by pressure from powerful interest groups or fear of retaliation. **Example:** a mayor who stands up to pressure from powerful interest groups to veto a harmful bill that would negatively impact the community shows fortitude. Similarly, a civil servant who speaks up against a corrupt superior or institution displays courage and fortitude in upholding their duty to serve the public.

Conclusion:

These virtues are critical for ensuring that public servants uphold their duty to serve the public good and maintain the trust of the public they serve.

Q7. Social values are more important than economic values. Discuss the above statement with examples in the context of inclusive growth of a nation. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about the values.
- **Body:**
 - Mention about the importance of social values over economic values.
 - Illustrate the relevance of quotes in inclusive growth of the nation with proper examples.
- **Conclusion:** Conclude with a way forward in the present context.

Introduction:

The debate between social values and economic values has been ongoing for years. While both values are important, there is often a perception that economic values take priority over social values. However, in the context of inclusive growth of a nation, it is important to prioritize social values over economic values. Inclusive growth aims to create an environment in which all individuals have equal access to economic opportunities and benefits, regardless of their social background.



Body:

Here are some examples to illustrate this point:

- **Education:** Investing in education is crucial for inclusive growth, as it allows individuals from all backgrounds to access better-paying jobs and contribute to economic growth. However, education should not only focus on economic values such as acquiring skills for the workforce. It should also prioritize social values such as promoting critical thinking, empathy, and diversity.

- **For example**, in countries like Finland and Canada, education systems prioritize social values such as equality, social cohesion, and diversity, resulting in better economic outcomes and social well-being.
- **Healthcare**: Access to quality healthcare is critical for inclusive growth, as it allows individuals to lead healthy and productive lives. However, healthcare should not only focus on economic values such as efficiency and cost-effectiveness. It should also prioritize social values such as equity and compassion.
 - **For example**, in countries like Cuba and Costa Rica, healthcare systems prioritize social values such as universal access, community participation, and preventive care, resulting in better health outcomes and social well-being.
- **Infrastructure**: Investment in infrastructure such as roads, bridges, and public transport is essential for economic growth and development. However, infrastructure should not only focus on economic values such as cost-effectiveness and efficiency. It should also prioritize social values such as accessibility and inclusivity.
 - **For example**, in cities like Copenhagen and Amsterdam, infrastructure is designed to prioritize social values such as cycling, pedestrianization, and public spaces, resulting in better social well-being and economic outcomes.

Conclusion:

Social values are essential for inclusive growth of a nation. While economic values are important, prioritizing social values such as education, healthcare, and infrastructure can lead to better economic outcomes and social well-being. Countries that prioritize social values in their policies and investments tend to have more equitable and sustainable growth and development, benefiting all members of society.

Q8. Some recent developments such as introduction of RTI Act, media and judicial activism, etc. are proving helpful in bringing about greater transparency and accountability in the functioning of the government. However, it is also being observed that at times the mechanisms are misused. Another negative effect is that the officers are now afraid to make prompt decisions. Analyze the situation in detail and suggest how the dichotomy can be resolved. Suggest how these negative impacts can be minimised. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction**: Write about transparency and its link with RTI.
- **Body**:
 - Write about the issues wrt transparency and accountability in government.
 - Suggest some measures to resolve the dichotomy with proper substantiation.
- **Conclusion**: Conclude with a way forward.

Introduction:

Analysis of the situation:

- Introduction of the Right to Information (RTI) Act, media activism, and judicial activism have played a crucial role in promoting transparency and accountability in the functioning of the government in India.
- However, there have been instances where these mechanisms have been misused, leading to unintended negative consequences.
- One such consequence is the fear among officers to make prompt decisions due to concerns about potential backlash or scrutiny.

Body:

Negative impacts:

Misuse of mechanisms:

- **Example**: In some cases, the RTI Act has been used to harass government officials by flooding them with numerous frivolous and repetitive queries, resulting in a waste of time and resources.

- **Critical analysis:** While the RTI Act is a powerful tool for transparency, measures should be in place to prevent its misuse and ensure its effective utilization.

Fear of repercussions:

- **Example:** Due to media and judicial activism, officers may hesitate to make prompt decisions, fearing adverse public scrutiny, legal challenges, or negative media coverage.
- **Critical analysis:** While accountability is crucial, an excessive fear of consequences may hinder timely decision-making and affect efficient governance.

Suggested resolutions to the dichotomy and minimizing negative impacts:

Strengthening mechanisms:

- Establish clear guidelines and procedures for utilizing RTI requests, ensuring that they are relevant and do not burden officials with excessive and repetitive queries.

Training and capacity building:

- Provide training and workshops to officers on navigating media and judicial activism, helping them understand their roles, rights, and responsibilities in decision-making processes.

Promote a culture of accountability:

- Encourage a culture of transparency, accountability, and timely decision-making through proactive disclosure of information and clear communication channels.

Balanced media coverage:

- Encourage responsible and balanced journalism that highlights both positive and negative aspects of government functioning, fostering a more constructive and informed public discourse.

Strengthening administrative support:

- Provide adequate administrative support to officers to manage the additional workload and challenges arising from increased transparency and accountability mechanisms.

Conclusion:

While transparency and accountability mechanisms are essential for good governance, it is important to ensure that they do not impede prompt decision-making or result in negative impacts. By striking a balance between these competing priorities, and by promoting responsible use of these mechanisms, we can achieve greater transparency and accountability, while also encouraging prompt decision-making and effective governance.

Q9. Two different kinds of attitudes exhibited by public servants towards their work have been identified as bureaucratic attitude and the democratic attitude.(150 words, 10 Marks)

- (a) Distinguish between these two terms and write their merits and demerits.
- (b) Is it possible to balance the two to create a better administration for the faster development of our country?

Answer:

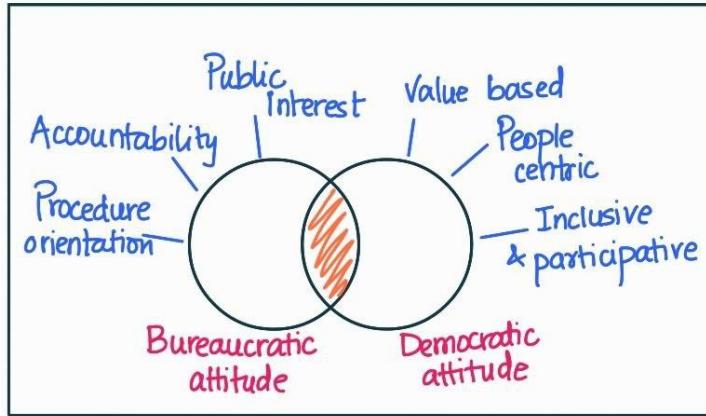
Approach:

- **Introduction:** Write about attitude in public service.
- **Body:**
 - Distinguish between two terms and write their merits and demerits.
 - Explain how it is possible to balance the two attitudes to create better administration for the faster development of our country.
- **Conclusion:** Conclude with the way forward.

Introduction:

Public servants play a pivotal role in shaping the functioning and outcomes of public administration. The attitudes they exhibit towards their work can have a profound impact on the effectiveness, responsiveness, and accountability of the administrative machinery.

Two contrasting attitudes commonly observed among public servants are the bureaucratic attitude and the democratic attitude.



Body:

Difference between two terms:- The bureaucratic attitude is characterized by strict adherence to rules and regulations, and a focus on hierarchy and formal procedures. This attitude can lead to consistency and predictability in decision-making, but can also lead to rigidity and a lack of flexibility in responding to changing circumstances.

- On the other hand, the democratic attitude is characterized by a focus on public service and responsiveness to citizens' needs and aspirations. This attitude can lead to innovation and creativity in problem-solving, but can also lead to a lack of accountability and a tendency towards populism.
- The merits of the bureaucratic attitude include consistency, predictability, and impartiality in decision-making. This can help to ensure that decisions are based on objective criteria rather than personal biases or preferences. However, the demerits of this attitude include inflexibility and a lack of responsiveness to changing circumstances and emerging needs.
- The merits of the democratic attitude include innovation, responsiveness, and a focus on public service. This can help to ensure that policies and programs are responsive to citizens' needs and aspirations. However, the demerits of this attitude include a lack of accountability and a tendency towards populism.

Balance for better administration:- Yes, it is possible to balance the two attitudes to create a better administration for the faster development of our country. A balanced approach that combines the merits of both attitudes can help to ensure that public servants are responsive to citizens' needs and aspirations, while also ensuring consistency, predictability, and impartiality in decision-making.

- To achieve this balance, public servants need to be trained in both bureaucratic and democratic approaches to decision-making. They need to be able to recognize when to follow rules and procedures, and when to be innovative and responsive to citizens' needs. They also need to be held accountable for their decisions and actions, and be open to feedback from citizens and other stakeholders.
- In addition, the government needs to create an enabling environment that encourages a balanced approach to decision-making. This can include creating incentives for public servants to be innovative and responsive, while also ensuring that they follow rules and procedures. It can also include creating channels for citizen participation and feedback, to ensure that policies and programs are responsive to citizens' needs and aspirations.

Conclusion:

A balanced approach that combines the merits of both bureaucratic and democratic attitudes can help to create a better administration for the faster development of our country. This requires training, accountability, and an enabling environment that encourages public servants to be responsive to citizens' needs and aspirations, while also ensuring consistency, predictability, and impartiality in decision-making.

Q10. Today we find that in-spite of various measures of prescribing codes of conduct, setting up vigilance cells/commissions, RTI, active media and strengthening of legal mechanisms, corrupt practices are not coming under control. (150 words, 10 Marks)

(a) Evaluate the effectiveness of these measures with justifications.

(b) Suggest more effective strategies to tackle this menace.

Answer:

Approach:

- **Introduction:** Mention about the menace of corruption.
- **Body:**
 - Evaluate the effectiveness of these measures with justifications.
 - Give effective strategies to tackle corruption.
 - Steps taken so far by the government.
- **Conclusion:** Conclude with the suggestions or way forward.

Introduction:

Corruption continues to pose a persistent challenge in many societies, despite the implementation of various measures aimed at curbing it. Measures such as prescribing codes of conduct, establishing vigilance cells/commissions, promoting the Right to Information (RTI), engaging an active media, and strengthening legal mechanisms have been put in place to combat corrupt practices.

Monopoly + Discretion - Accountability = Corruption

Body:

Effectiveness of the measures :

(a) **The measures of prescribing codes of conduct, setting up vigilance cells/commissions, RTI, active media, and strengthening of legal mechanisms** have been somewhat effective in curbing corrupt practices to some extent. The prescribed codes of conduct have provided guidelines to public officials to ensure transparency, accountability, and ethical behavior in public service.

- The establishment of vigilance cells and commissions has helped to investigate and prosecute corrupt officials. RTI has given citizens the power to access information and hold public officials accountable. The media has played a vital role in exposing corruption and holding public officials accountable. Strengthening of legal mechanisms has also helped in prosecuting corrupt officials.
- However, these measures have not been completely effective in eradicating corrupt practices. This is because corrupt officials find new and innovative ways to circumvent these measures. There is also a lack of political will to implement these measures effectively. Moreover, the legal process is often slow, and corrupt officials can exploit legal loopholes to delay justice.

(b) More effective strategies to tackle corruption include:

- **Strengthening institutions:** There is a need to strengthen institutions responsible for preventing and combating corruption. This includes enhancing the capacity of anti-corruption agencies, making them more independent and accountable, and providing them with adequate resources.
- **Creating a culture of integrity:** A culture of integrity needs to be fostered in the society, starting from schools and universities. This can be achieved by raising awareness about the costs of corruption, promoting ethical values, and encouraging citizens to take a stand against corruption.
- **Use of technology:** Technology can be used to increase transparency and accountability in public service. For instance, e-governance initiatives can reduce corruption by providing a platform for citizens to access services without having to interact with officials.
- **Encouraging citizen participation:** Citizen participation can help in preventing corruption by creating a system of checks and balances. This can be achieved by promoting civic education and creating avenues for citizen participation in decision-making processes.
- **Strengthening legal framework:** The legal framework needs to be strengthened to make it more effective in prosecuting corrupt officials. This includes simplifying legal procedures, reducing delays, and imposing stricter penalties for corruption.

Conclusion:

These measures require political will, adequate resources, and a sustained effort from all stakeholders to ensure transparency, accountability, and ethical behavior in public service. Only then can we hope to achieve a corruption-free society and promote inclusive growth and development of the nation.

Q11. At the international level, bilateral relations between most nations are governed on the policy of promoting one's own national interest without any regard for the interest of other nations. This led to conflicts and tension between the nations. How can ethical consideration help resolve such tensions? Discuss with specific examples. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about national interest in International relations.
- **Body:**
 - Issues in the International arena.
 - Mention how ethical considerations help resolve such tensions.
 - Add examples for substantiation.
- **Conclusion:** Conclude with the way forward in present context.

Introduction:

The policy of promoting one's own national interest without regard for the interest of other nations can lead to conflicts and tensions between nations. Ethical considerations can help resolve such tensions by promoting mutual respect, fairness, and cooperation among nations. Ethical principles such as the golden rule of treating others as you would like to be treated can help foster a culture of respect for the interests of other nations.

Body:

Here are specific examples of international organizations and their ethical approaches:

United Nations (UN):

- **Ethical consideration:** The UN promotes the values of peace, justice, and cooperation among nations through its Charter and Universal Declaration of Human Rights.
- **Example:** The UN's role in mediating conflicts, such as the Camp David Accords between Egypt and Israel in 1978, demonstrates the importance of ethical considerations in fostering peaceful resolutions.

World Trade Organization (WTO):

- **Ethical consideration:** The WTO promotes fair trade practices, nondiscrimination, and transparency among member countries.
- **Example:** Resolving trade disputes through the WTO's Dispute Settlement Mechanism, which applies ethical principles of fairness and non-discrimination, helps alleviate conflicts and tensions between nations.

International Court of Justice (ICJ):

- **Ethical consideration:** The ICJ serves as the principal judicial organ of the UN, applying international law and promoting justice.
- **Example:** The ICJ's role in resolving territorial disputes, such as the 2002 ICJ ruling on the India-Pakistan case concerning the Vienna Convention, provides a forum for peaceful settlement and upholds ethical principles of fairness and respect for international law.

International Criminal Court (ICC):

- **Ethical consideration:** The ICC investigates and prosecutes individuals for war crimes, crimes against humanity, and genocide, promoting accountability and justice.
- **Example:** The ICC's involvement in cases such as the arrest warrant against Sudan's President Omar al-Bashir for war crimes highlights the ethical commitment to hold individuals accountable for their actions, contributing to conflict resolution.

United Nations Educational, Scientific and Cultural Organization (UNESCO):

- **Ethical consideration:** UNESCO fosters cultural diversity, dialogue, and cooperation among nations to promote understanding and peace.
- **Example:** UNESCO's World Heritage Sites program encourages countries to preserve cultural and natural heritage, promoting respect and cooperation among nations while mitigating tensions related to cultural and historical differences.

Conclusion:

By adopting ethical principles such as fair trade and human rights, nations can work together to promote inclusive growth and development, reduce tensions, and build a more peaceful world.

Q12. Public servants are likely to confront the issues of “Conflict of Interest”. What do you understand by the term “Conflict of Interest” and how does it manifest in the decision making by public servants? If faced with the conflict-of-interest situation, how would you resolve it? Explain with the help of examples. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Define conflict of interest.
- **Body:**
 - Mention how conflict of interest manifests in decision making by public servants.
 - Add examples for substantiation.
- **Conclusion:** Give prospective way ahead

Introduction:

Conflict of interest occurs when an individual's personal interest or bias interferes with their ability to make impartial decisions or perform their duties objectively. In the context of public service, it refers to situations where a public servant's private interests, financial or personal relationships, or affiliations could interfere with their ability to perform their duties in the best interest of the public.

Body:

Conflict of interest can manifest in various ways in the decision-making process by public servants:-

For example, a public servant might award a contract to a company in which they have a financial interest, or they might give preferential treatment to a family member or a friend in the recruitment process.

If faced with a conflict-of-interest situation, it is important for a public servant to identify the conflict and take steps to resolve it:-

- One way to do this is by disclosing the conflict to the relevant authorities and recusing oneself from the decision-making process.

For example, if a public servant has a financial interest in a particular project, they should disclose this conflict to their supervisor and recuse themselves from the decision-making process to avoid any appearance of impropriety.

- Another way to resolve a conflict-of-interest situation is by implementing strict ethical guidelines and regulations that prevent conflicts of interest from arising in the first place.

For example, public servants could be required to declare their financial interests, relationships, and affiliations before assuming office, and they could be prohibited from engaging in activities that could lead to a conflict of interest.



Conclusion:

Conflict of interest is a serious ethical issue that can compromise the integrity and impartiality of public service. It is important for public servants to be aware of the issue and take steps to avoid or resolve it. By promoting transparency, accountability, and ethical behavior, public servants can build public trust and ensure that decisions are made in the best interest of the public.

Q1. All human beings aspire for happiness. Do you agree? What does happiness mean to you? Explain with answers. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write the meaning of happiness.
- **Body:**
 - Mention the relevance of quotes in your own context.
 - Meaning of happiness in your life.
 - Add examples for substantiation.
- **Conclusion:** Add the way forward and its significance.

Introduction:

Pursuit of Happiness has been enlisted as the important goal of human existence. It has been set up for millennia that happiness brings all good to someone. Consequently, definitely, all human beings aspire for happiness.

Body:

Meaning of happiness:-

- Happiness is a **universal aspiration** that transcends culture, race, gender, and age. It is a positive emotion that brings a sense of well-being, contentment, and fulfillment.
- People generally strive to achieve happiness, and it is often seen as a measure of a good life.
- The concept of happiness is **complex and multifaceted**, and it means different things to different people. Some may find happiness in material possessions such as wealth, luxury cars, or expensive vacations. Others may find happiness in personal relationships, social connections, or spiritual fulfillment.
- To me, happiness is a feeling of success and satisfaction in a field. It may be due to my volition or on its own. For example, if I am preparing for an exam, success and a satisfactory grade in that exam is a matter of happiness.
- When I would be **reading a book** that I like, I would derive happiness from reading.
- Similarly, when my **family and friends** are happy, healthy, successful and satisfied, it becomes a cause of happiness for me
- Psychologists and researchers have also identified different components of happiness, such as positive emotions, life satisfaction, and a sense of meaning and purpose.
- Positive emotions refer to feelings of joy, contentment, and pleasure, while life satisfaction is a cognitive evaluation of one's life based on achievements, goals, and aspirations.
- A sense of meaning and purpose refers to the feeling that one's life has a greater purpose beyond their personal interests and goals.

Conclusion:

Ultimately, happiness is subjective and can be influenced by a range of factors, such as genetics, personality, life experiences, and social and cultural influences. It is a complex and dynamic construct that can change over time and requires ongoing attention and effort to cultivate.

Q2. What does ethics seek to promote in human life? Why is it all the more important in Public Administration? (150 words, 10 Marks)

Answer:

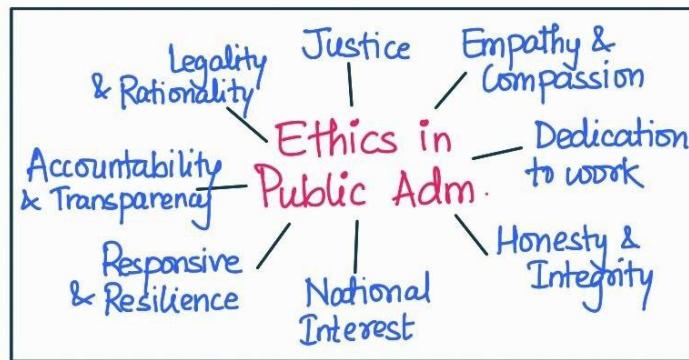
Approach:

- **Introduction:** Write about the importance of ethics.
- **Body:**
 - Mention how ethics seek to be promoted in human life.
 - Importance in public administration.
 - Add examples to substantiate your points.

- **Conclusion:** Write a way forward with suggestions.

Introduction:

Ethics seeks to promote principles of right and wrong, fairness, justice, and responsibility in human life. It provides a moral framework for decision-making, behavior, and relationships, and helps to ensure that individuals and organizations act in accordance with values that are important for human flourishing and well-being.



Body:

Importance of ethics in Public administration:-

- Ethics is all the more important in public administration because the actions and decisions of public officials can have a significant impact on society and the lives of citizens.
- Public administrators are responsible for **managing public resources**, providing services, and implementing policies that affect the public interest.
- Ethics can help ensure that public officials act with integrity, transparency, and accountability, and that they make decisions that are fair, just, and in the public interest.
- Furthermore, at instances a public servant reveals himself in **dilemmas** between his private and public responsibilities, e.g., Accepting a transfer that could negatively have an effect on his circle of relatives.
- Apart from that, a public servant has to stay **independent and courageous** at times whilst he is being compelled from outside forces.
- In the **United States**, the Federal Sentencing Guidelines for Organizations provide a framework for ethical behavior in organizations, including public agencies.
- The guidelines require organizations to establish an effective compliance and ethics program that includes measures to prevent and detect violations of the law, as well as regular training for employees and other measures to promote ethical behavior.
- Public administrators who adhere to these guidelines can help prevent **corruption, waste, and abuse in government**, and promote public trust in government institutions.
- Another example of the importance of ethics in public administration is the use of ethical frameworks to guide decision-making in the face of complex moral dilemmas.
- For instance, public administrators may face ethical dilemmas in deciding how to allocate scarce resources, such as funding for education or healthcare.
- Ethical frameworks, such as utilitarianism or deontology, can help guide decision-making and ensure that decisions are made based on moral principles rather than personal interests or biases.

Conclusion:

Ethics seeks to promote principles of right and wrong, fairness, justice, and responsibility in human life. It is all the more important in public administration because it helps ensure that public officials act with integrity, transparency, and accountability, and make decisions that are fair, just, and in the public interest.

Ethical frameworks can also guide decision-making in the face of complex moral dilemmas, helping to ensure that decisions are made based on moral principles rather than personal interests or biases.

Q3. In the context of defense services, ‘patriotism’ demands readiness to even lay down one’s life in protecting the nation. According to you, what does patriotism imply in everyday civil life? Explain with illustrations and justify your answer. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Explain about patriotism.
- **Body:**
 - Mention what does patriotism imply in everyday civil life.
 - Illustrate with examples from the present context.
- **Conclusion:** Give prospective way ahead

Introduction:

Patriotism in everyday civil life refers to a sense of love, loyalty, and commitment to one's country and community. It involves being proud of one's heritage, culture, and traditions, and working towards the betterment of one's nation and fellow citizens.

Body:

- **In everyday civil life, patriotism can manifest itself in various ways.**

For example, it can involve respecting the laws and institutions of the country, paying taxes, volunteering in community service activities, and actively participating in democratic processes such as voting and engaging in public discourse.
- Patriotism can also involve promoting social and economic justice, supporting marginalized communities, and working towards environmental sustainability.
- It can involve standing up against discrimination, injustice, and oppression, and advocating for the rights of all citizens.
- An **example** of patriotism in everyday civil life is the response of the citizens of India during the COVID-19 pandemic. Many citizens demonstrated a sense of patriotism by following public health guidelines, donating to relief efforts, and volunteering to help those in need.
- They also demonstrated a sense of solidarity and compassion towards those who were affected by the pandemic, irrespective of their social or economic status.
- Another **example** of patriotism in everyday civil life is the work of civil society organizations that work towards promoting human rights, social justice, and environmental sustainability.
- These organizations are committed to promoting the common good and working towards a better future for all citizens, irrespective of their background or beliefs.

Conclusion:

In conclusion, patriotism in everyday civil life involves a sense of love, loyalty, and commitment to one's country and community, and manifests itself in various ways such as respecting the laws and institutions of the country, supporting marginalized communities, promoting social and economic justice, and advocating for the rights of all citizens. It is a crucial aspect of a healthy and vibrant society and helps to foster a sense of solidarity, compassion, and common purpose among citizens.

Q4. What do you understand about ‘probity’ in public life? What are the difficulties in practicing it in the present times? How can these difficulties be overcome? (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Definition of probity in public life.
- **Body:**
 - Mention why practicing probity is becoming harder every day.
 - Explain how to overcome these difficulties.
- **Conclusion:** Conclude with the significance in present context.

Introduction:

Probity in public life refers to the quality of being honest, transparent, and having high moral principles and integrity in the conduct of public affairs. It is an essential aspect of good governance and is critical for building public trust in government institutions.



Body:

Practicing probity is becoming harder every day because of the following reasons:

- a. High headedness of public servants as noticed by the second ARC.
- b. Decreasing moral values among politicians.
- c. Low awareness among the public about their rights giving chance to public servants and representatives to remain apathetic about public needs.
- d. General decline in morality in public life makes it harder even for honest people to practice Probity.

To overcome these difficulties,

- It is essential to strengthen the legal and regulatory frameworks that govern public affairs. This can involve measures such as enacting and enforcing anti-corruption laws, establishing independent oversight bodies, and strengthening the role of civil society and the media in monitoring and exposing wrongdoing.
- Another way to promote Probity in public life is to invest in education and awareness-raising campaigns that emphasize the importance of ethical behavior and moral values. This can involve providing training and capacity-building programs for public officials and promoting a culture of transparency and accountability in all aspects of public affairs.
- An example of the difficulties in practicing probity in public life can be seen in the recent scandals involving the misappropriation of public funds by government officials in various countries. These scandals have eroded public trust in government institutions and highlighted the need for stronger measures to promote transparency and accountability in public affairs.

Conclusion:

A person should always strive for probity on their own end. Moral education and awareness can also increase Probity in public life. When the whole world is silent even one voice can make a difference.

Q5. "Integrity without knowledge is weak and useless, but knowledge without integrity is dangerous and dreadful." What do you understand by this statement? Explain your stand with illustrations from modern day context. (150 words, 10 Marks)

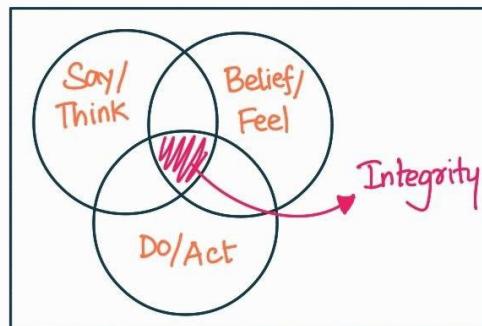
Answer:

Approach:

- **Introduction:** Write about integrity.
- **Body:**
 - Mention the relevance of statements in contemporary times.
 - Relation between integrity and knowledge.
 - Add examples for substantiation.
- **Conclusion:** Conclude with the significance in present context.

Introduction:

The given statement by Samuel Johnson depicts the intrinsic relation among integrity and information, both of which can be critical components of governance. Integrity is the integration of beliefs, convictions, standards, beliefs and behaviors.



Body:

Here's an explanation of the statement with illustrations from a modern-day context, focusing on specific Indian examples:

Integrity without knowledge is weak and useless:

- **Subtopic:** Ethical Decision-Making
- **Explanation:** While good intentions are important, they must be supported by a solid understanding of the situation and relevant information.
- **Illustration:** During the construction of the Bhakra-Nangal Dam in the 1950s, a civil servant with good intentions aimed to relocate displaced communities without proper understanding of their livelihood patterns.

Knowledge without integrity is dangerous and dreadful:

- **Subtopic:** Unethical Practices
- **Explanation:** The absence of ethical considerations can result in negative consequences for individuals and society as a whole.
- **Illustration:** In the 1970s, a high-ranking government official misused their extensive knowledge of government contracts to facilitate kickbacks and embezzlement in a major infrastructure project.

Importance of combining integrity and knowledge:

- **Subtopic:** Leadership and Governance
- **Explanation:** When integrity guides the use of knowledge, decisions and actions are rooted in ethical principles, benefiting the greater good.
- **Illustration:** During the 1990s, an honest and knowledgeable civil servant played a crucial role in the successful implementation of economic reforms.

Upholding integrity and promoting knowledge:

- **Subtopic:** Education and Research
- **Explanation:** Emphasizing ethical values alongside the pursuit of knowledge equips individuals with the ability to make informed and responsible decisions.
- **Illustration:** A professor of public administration in the 1980s consistently emphasized academic integrity and ethical conduct among their students.

Conclusion:

Thus, knowledge and integrity are balancing wheels of the same cart. One shows the right path and the other provides willingness to take that path.

Q6. "Human beings should always be treated as 'ends' in themselves and never as 'means.' Explain the meaning and significance of this statement, giving its implications in the modern techno-economic society. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Explain the statement in brief.

Body:

- Explain the meaning and significance of this statement.
- Why humans should be treated as an end.
- Add examples to substantiate your points in different domains.

- **Conclusion:** Give prospective way ahead

Introduction:

This statement implies that individuals should be respected and valued for their intrinsic worth as human beings and not be used as mere tools or instruments to achieve some other goal. This idea is a fundamental principle of ethics and has significant implications for how individuals should be treated in society.

Body:

Significance In modern techno-economic society:-

- In a modern techno-economic society, the importance of treating individuals as ends in themselves is paramount. The increasing use of technology and automation has led to a focus on efficiency and productivity, often at the expense of human well-being. Workers are sometimes treated as mere cogs in a machine, rather than as valuable human beings with their own unique needs and desires.
- Furthermore, in the pursuit of profit and economic growth, individuals are often exploited or marginalized, with their basic human rights and dignity being disregarded. This can be seen in various forms of exploitation, such as sweatshop labour, child labour, and human trafficking.
- Treating individuals as ends in themselves means recognizing their inherent dignity and worth as human beings and ensuring that their basic needs and rights are met. This includes ensuring that workers are paid fair wages, have safe working conditions, and are treated with respect and dignity.
- It also means taking steps to combat exploitation and marginalization, such as through laws and regulations that protect human rights and ensure that individuals are not used as mere means to an end.

Here are some examples of how the principle of treating individuals as ends in themselves and not as mere means can be applied in modern techno-economic society:

- **Fair labor practices:** In the modern global economy, workers can be subjected to exploitation and abuse, particularly in developing countries. Treating individuals as ends in themselves means ensuring that workers are paid fair wages, have safe working conditions, and are treated with respect and dignity.
- **Privacy rights:** The increasing use of technology has raised concerns about privacy and the use of personal data for commercial gain. Treating individuals as ends in themselves means recognizing their right to privacy and ensuring that their personal data is not used for unethical or harmful purposes.
- **Sustainable development:** In the pursuit of economic growth, natural resources are often exploited without regard for the long-term consequences. Treating individuals as ends in themselves means recognizing the importance of sustainable development, which takes into account the needs of future generations and the preservation of the environment.
- **Education:** Education is essential for personal and societal development, but it can also be seen as a means to an end, such as increasing productivity or economic growth. Treating individuals as ends in themselves means recognizing the intrinsic value of education and ensuring that it is accessible to all, regardless of their economic or social background.
- **Healthcare:** In the modern healthcare system, patients can be treated as means to an end, such as reducing healthcare costs or improving medical outcomes. Treating individuals as ends in themselves means recognizing their right to quality healthcare that meets their individual needs and preferences, rather than simply focusing on cost or efficiency.

Conclusion:

In conclusion, the principle of treating individuals as ends in themselves has significant implications for how individuals are treated in a modern techno-economic society. It is essential to recognize the inherent dignity and worth of all individuals and take steps to ensure that their basic needs and rights are met, even in the pursuit of economic growth and technological progress.

Q7. Which eminent personality has inspired you the most in the context of ethical conduct in life? Give the Gist of his/her teachings. Giving specific examples describe how you have been able to apply these teachings for your own ethical development. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about the statement or ethics.
- **Body:**
 - Mention the teachings of Swami Vivekananda or any other leader who inspires you.
 - Add examples to substantiate teachings of Vivekananda.
- **Conclusion:** Show the significance of teaching in life or present context.

Introduction:

The philosophy of **Swami Vivekananda** and the ideals for which he lived and worked are a great source of inspiration for the youth today. He wanted the countrymen including the youth to have 'muscles of iron', 'nerves of steel' and 'minds like thunderbolt'. Owing to this, his birth anniversary i.e., January 12th is commemorated and celebrated as National Youth Day.

Body:

Teachings of Swami Vivekananda:

1. **Rationality and Scientific temper:** He condemned blind superstitious beliefs and searched for rationality and scientific meaning to every aspect of religion. He says that if superstition enters into the brain, man becomes ignorant and path of degradation of life.
2. **Brotherhood:** Through speech at the World parliament of religions and later initiatives developed a sense of brotherhood among the people of India and people of the globe.
Example: In a country where several religions take birth & with diversity of people, I always respect them and feel a sense of brotherhood with countrymen.
3. **Religion:** According to him true religion is one who follows their conscience and personal religion. He distinguishes institutional religion from personal religion.
Example: Sri Ramakrishna teaching on harmony of religions attracted people belonging to different denominations. Many householders and youth became his disciples along with Vivekanand.
4. **Empowerment:** His birth anniversary is celebrated as National Youth Day. He believed that Youth energy can change the shape of the country.
5. **Rationality:** Pioneer of a rationalist movement in modern India in the spheres of ethics & religion.
Example: Curbing of Internet services in Jammu and Kashmir to prevent spread of misinformation and hate speeches.
6. **Intensely spiritual & religious man:** He said that he is not interested in Moksha until everyone is liberated.
Example: He asked all Indians to serve the poor, starving & oppressed millions as this was the only way to see God.

Most importantly, as a civil service aspirant, Vivekananda helped me in understanding my duty towards the downtrodden, making me realize that we all are one i.e., Parmatan and until we all are not happy everyone remains miserable.

Conclusion:

His teachings center around the themes of Vedas and Upanishads, which are relevant for the young population. Swami Vivekananda believed that the young generation, which he called the modern generation, is very powerful. It can do anything and everything and has the eternal power to even revive the whole country and realize his dream of making Bharat a Vishwa Guru once again.

Q8. There is a heavy ethical responsibility on the public servants because they occupy positions of power, handle huge amounts of public funds, and their decisions have a

wide ranging impact on society and environment. What steps have you taken to improve your ethical competence to handle such responsibility? (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about public service.
- **Body:**
 - Write about challenges that public servants face.
 - Mention the steps to improve ethical competence and handle such responsibility with proper substantiation.
- **Conclusion:** Conclude with the way forward.

Introduction:

Public servants hold a great responsibility to serve the public interest with integrity and ethical conduct. To improve ethical competence and handle such responsibility, public servants can take several steps:

Body:

- **Education and Training:** Public servants can attend workshops, seminars, and training sessions to learn about ethical principles and their applications in public service. They can also take courses in ethics, governance, and law to improve their knowledge and understanding.
- **Code of Ethics:** Public servants should adhere to a code of ethics that outlines the ethical standards they are expected to follow. The code should be regularly reviewed and updated to ensure that it reflects current best practices.
- **Personal Reflection:** Public servants can engage in regular self-reflection to assess their values, beliefs, and behaviors. This can help them identify areas where they need to improve and develop a stronger sense of ethical awareness.
- **Consultation:** Public servants can seek advice and guidance from colleagues, mentors, and other experts in the field to ensure that their decisions are based on sound ethical principles.
- **Accountability and Transparency:** Public servants should be accountable for their decisions and actions, and should be transparent in their dealings with the public. They should also be willing to admit their mistakes and take corrective action when necessary.

Thus, a public servant has to remain ethical in his/her conduct, for this, I have taken following steps to improve my ethical competence:

1. I maintain integrity in my conduct.
2. I am always ready to be held accountable for my actions.
3. I try to remain honest in my public as well as private life.
4. I try to remain conscious and empathetic about the problems of others.
5. I try to avoid conflict of interest.
6. I do not use public resources for personal gains.

Conclusion:

Overall, public servants have a great responsibility to serve the public interest with integrity and ethical conduct. By taking steps to improve their ethical competence, they can ensure that their decisions and actions have a positive impact on society and the environment.

Q9. The current society is plagued with widespread trust-deficit. What are the consequences of this situation for personal well-being and for societal well-being? What can you do at the personal level to make yourself trustworthy? (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about trust with a context in your life.
- **Body:**
 - Mention the consequences of this situation at personal and social level
 - Explain what can you do at the personal level to make yourself trustworthy
- **Conclusion:** Give prospective way ahead

Introduction:

Corruption continues to pose a persistent challenge in many societies, despite the implementation of various measures aimed at curbing it. Measures such as prescribing codes of conduct, establishing vigilance cells/commissions, promoting the Right to Information (RTI), engaging an active media, and strengthening legal mechanisms have been put in place to combat corrupt practices. However, their effectiveness in bringing corruption under control remains a subject of evaluation.

Body:

Impact of trust deficit :-

- At the **personal level**, a lack of trust can lead to feelings of isolation, anxiety, and stress. It can be challenging to form meaningful relationships or maintain them when trust is lacking.
- Additionally, trust is crucial in many aspects of our lives, such as our careers, where a lack of trust can impact job performance, promotions, and relationships with colleagues.
- At the **societal level**, a lack of trust can erode social cohesion and lead to a breakdown of institutions and social norms.
- It can lead to increased polarization and a lack of cooperation, making it challenging to address collective challenges such as climate change, inequality, and public health crises.

To make yourself more trustworthy, there are several steps you can take at the personal level. These include:

- **Honesty:** Being honest in your communication and actions is essential for building trust. It is vital to keep your promises and be transparent in your dealings with others.
- **Reliability:** Being reliable and consistent is critical for building trust. You can establish yourself as a trustworthy person by consistently following through on your commitments and being dependable.
- **Respect:** Treating others with respect and kindness is vital for building trust. You should try to understand others' perspectives and treat them with empathy and understanding.
- **Competence:** Demonstrating competence in your field or area of expertise is also essential for building trust. You can establish yourself as a trustworthy person by demonstrating your skills and knowledge in your work.
- **Listening:** Actively listening to others and showing interest in their opinions and concerns is also essential for building trust. You should try to understand others' needs and concerns and work to address them.

Conclusion:

In conclusion, a lack of trust can have significant consequences for personal and societal well-being. To make yourself more trustworthy, you can focus on honesty, reliability, respect, competence, and listening at the personal level. By doing so, you can help build stronger relationships and contribute to a more cohesive and cooperative society.

Q10. It is often said that poverty leads to corruption. However, there is no dearth of instances where affluent and powerful people indulge in corruption in a big way. What are the basic causes of corruption among people? Support your answer with examples. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about the interlink between poverty and corruption.
- **Body:**
 - Mention some common factors causing corruption.
 - Add Examples of corruption among affluent and powerful people .
- **Conclusion:** Conclude with suggestions or way forward.

Introduction:

Poverty is often cited as a cause of corruption, as individuals in poverty-stricken areas may resort to corrupt practices to meet their basic needs. However, corruption is not limited to the poor and can be found in all segments of society, including the affluent and powerful.

Body:

The basic causes of corruption among people can vary, but some common factors include:

- **Greed:** Many people engage in corrupt practices because of their greed for power, money, or other material benefits. They may be willing to engage in unethical or illegal activities to gain wealth or maintain their position of influence.
- **Lack of accountability:** A lack of accountability and transparency in institutions or organizations can lead to corruption. When there are no consequences for corrupt behavior, people may be more likely to engage in it.
- **Weak enforcement mechanisms:** Weak or ineffective enforcement mechanisms can also contribute to corruption. If there are no consequences for corrupt behavior, people may be more likely to engage in it.
- **Culture of corruption:** In some societies, corruption may be seen as a norm or an acceptable behavior. This culture of corruption can make it difficult to eliminate corruption as people may view it as a necessary or unavoidable part of daily life.

Examples of corruption among affluent and powerful people include:

- **Corporate corruption:** Many companies have been caught engaging in corrupt practices, such as bribery or insider trading. For example, in 2015, the Volkswagen Group was found to have cheated emissions tests, resulting in a massive scandal that damaged the company's reputation.
- **Political corruption:** Corruption is often associated with politics, and many politicians have been found guilty of engaging in corrupt practices. For instance, former **South Korean President Park Geun-hye** was impeached in 2017 and sentenced to prison for corruption.
- **Sports corruption:** Corruption can also be found in the sports industry, where athletes and officials may engage in doping, match-fixing, or other corrupt practices. **In 2015, FIFA officials** were arrested and charged with corruption, leading to a major scandal in the football world.

Conclusion:

While poverty can be a contributing factor to corruption, corruption can be found across all segments of society. The basic causes of corruption among people include greed, lack of accountability, weak enforcement mechanisms, and a culture of corruption. It is essential to address these underlying causes to eliminate corruption and promote ethical behavior.

Q11. What factors affect the formation of a person's attitude towards social problems? In our society, contrasting attitudes are prevalent about many social problems.

What contrasting attitudes do you notice about the caste system in our society? How do you explain the existence of these contrasting attitudes? (150 words, 10 Marks)

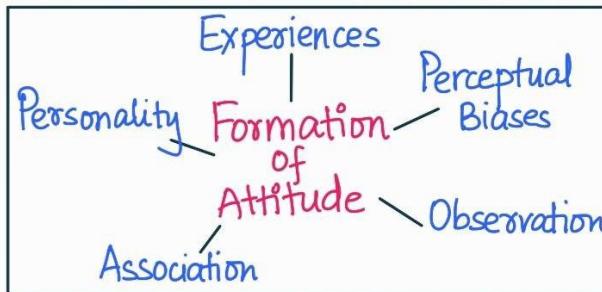
Answer:

Approach:

- **Introduction:** Write about the attitude.
- **Body:**
 - Mention the factors affect the formation of a person's attitude towards social problems
 - Explain contrasting views of the caste system in our society.
- **Conclusion:** Write the suggestion and way forward.

Introduction:

The formation of a person's attitude towards social problems can be influenced by several factors, including personal experiences, cultural and societal norms, education, and media exposure.



Body:

Factors affecting the attitude of person:-

- Personal experiences with a social problem, such as poverty or discrimination, can shape an individual's attitude towards the issue.
- Cultural and societal norms, such as beliefs about gender roles or racial hierarchy, can also influence attitudes towards social problems.
- Education and media exposure can also play a role in shaping attitudes by providing information and different perspectives on social issues.
- In our society, contrasting attitudes are prevalent about many social problems, including the caste system.

Attitude with respect to caste system:

Traditionalist Attitude:

- **Emphasis:** Upholding traditional caste-based hierarchy.
- **Explanation:** Some individuals adhere to the belief that the caste system is an integral part of Indian culture and social order. They may view caste as a necessary division of labor and consider preserving caste-based practices as essential for social stability.
- **Example:** Certain conservative caste-based organizations, like the Karni Sena in Rajasthan, have vehemently opposed inter-caste marriages and actively worked to preserve caste-based divisions.

Progressive Attitude:

- **Emphasis:** Advocating for caste equality and social justice.
- **Explanation:** Many individuals and groups recognize the caste system as a discriminatory and oppressive social structure that perpetuates inequality. They seek to challenge and dismantle the caste-based hierarchy, promoting social integration and equal opportunities for all.
- **Example:** Dalit rights activist and lawyer, Bezwada Wilson, co-founded the Safai Karmachari Andolan, an organization dedicated to eradicating manual scavenging and challenging caste-based discrimination.

Mixed Attitude:

- **Emphasis:** Acknowledging the existence of caste but advocating for reform.
- **Explanation:** Some people acknowledge the historical significance and persistence of the caste system but argue for its reform rather than complete elimination. They may advocate for social reforms, reservation policies, and efforts to promote caste-based inclusivity and inter-caste interactions.
- **Example:** Prominent economist and Nobel laureate Amartya Sen argues for the need to address social inequality through policies that promote social justice while acknowledging the historical significance and complexity of the caste system in India.

Conclusion:

In conclusion, the formation of attitudes towards social problems is complex and influenced by various factors. Contrasting attitudes towards the caste system in Indian society can be attributed to the influence of cultural and societal norms, personal experiences, and education. It is essential to promote education and awareness to address social problems and promote a more equitable and just society.

Q12. What does 'accountability' mean in the context of public service? What measures can be adopted to ensure individual and collective accountability of public servants? (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Definition of accountability.
- **Body:**
 - Write the importance of accountability in the public service.
 - Explain the steps to be taken to ensure individual and collective accountability of public servants along with proper substantiation.
- **Conclusion:** Significance of accountability.

Introduction:

Accountability in the context of public service refers to the obligation of public servants to answer for their actions and decisions, and to be responsible for the consequences of their actions. It is essential for maintaining transparency and trust in government, ensuring that public servants are held accountable for their actions and decisions.

Body:

To ensure individual and collective accountability of public servants, several measures can be adopted, including:

- **Code of Conduct:** Developing a code of conduct for public servants can help set standards for ethical behavior and promote accountability. The code of conduct should outline the responsibilities of public servants, the consequences of unethical behavior, and the reporting mechanisms for violations.
- **Performance Metrics:** Establishing performance metrics can help assess the performance of public servants and hold them accountable for their actions. The metrics should be based on specific objectives and outcomes, and regularly evaluated to ensure that they are being met.
- **Oversight and Monitoring:** Implementing oversight and monitoring mechanisms can help ensure that public servants are following the rules and regulations. This can include regular audits, inspections, and investigations to identify areas of non-compliance.
- **Whistle-blower Protection:** Providing protection for whistle-blowers who report unethical behavior or wrongdoing can help promote accountability and transparency. Whistle-blower protection should include safeguards against retaliation and confidentiality.
- **Training and Development:** Providing regular training and development opportunities for public servants can help promote ethical behavior and accountability. This can include training on code of conduct, compliance, and ethics.
- **Transparent communication:** Ensuring transparent communication between public servants and the public can help build trust and promote accountability. This can include regular reporting on the actions and decisions of public servants, and public access to information.

Conclusion:

The implementation of these measures can help to ensure that public servants are held responsible for their actions and decisions, leading to a more efficient and effective government that serves the public interest. Ultimately, a culture of accountability in public service can contribute to building a more just and democratic society.

Q13. We are witnessing increasing instances of sexual violence against women in the country. Despite existing legal provisions against it, the number of such incidences is on the rise. Suggest some innovative measures to tackle this menace. (150 words, 10 Marks)

Answer:

Approach:

- **Introduction:** Write about sexual violence and data related to it.
- **Body:**
 - Suggest some innovative measures to tackle this menace with proper substantiation.
 - Briefly mention the existing legal provisions.
 - Initiatives taken by the government in this regard.
- **Conclusion:** Give prospective way ahead.

Introduction:

Sexual violence against women is a pervasive issue in many countries, including India. Increasing number of incidences of sexual violence is due to inbuilt patriarchal attitude of society which believes in women carrying traditional role of mothers, sisters and wife and be bearer of family and community name and honour. This attitude has manifested in seeing working women as 'easy' and of lower moral character hence objectifying them.

Body:

To tackle this menace, innovative measures can be adopted. Some of these measures are:

1. **Community Mobilization:** Community mobilization can play a crucial role in tackling sexual violence against women. By promoting community awareness and education, it is possible to create a culture of zero tolerance towards sexual violence.
2. **Use of Technology:** The use of technology can be a powerful tool in preventing and addressing sexual violence. The use of mobile apps, panic buttons, and GPS tracking systems can enable women to alert authorities and seek help in case of an emergency.
3. **Empowerment Programs:** Empowerment programs can help women become more self-reliant and assertive, enabling them to resist and report incidents of sexual violence.
4. **Gender-sensitive Training:** Gender-sensitive training programs can sensitize law enforcement officials, medical professionals, and other stakeholders to the nuances of gender-based violence.
5. **Advocacy and Policy Reforms:** Advocacy and policy reforms can help ensure that laws and policies are implemented effectively, leading to better protection of women's rights.
6. **Strict implementation of Vishaka guidelines** by SC for countering sexual harassment in organizations – a govt mandated body must see to the implementation of the guidelines

Conclusion:

Such measures can help create a safe and secure environment for women in the country. Ultimately, it is important to recognize that the fight against sexual violence is a collective responsibility, and it requires the participation and commitment of all stakeholders-individuals, communities, civil society organizations, and the government to make a meaningful and lasting impact.

2013

- Q1. What do you understand by ‘values’ and ‘ethics’? In what way is it important to be ethical along with being professionally competent? (10 marks | 150 words)**

Answer:

Approach:

- **Introduction:** Definition of ethics and values.
- **Body:**
 - Explain in what way is it important to be ethical along with being professionally competent
 - Illustrate with proper substantiation.
- **Conclusion:** Conclude by relevant statements.

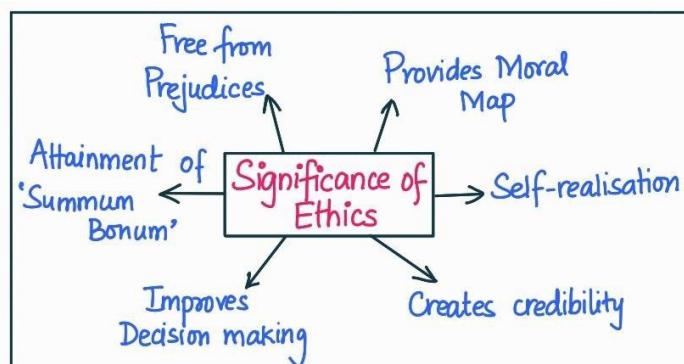
Introduction:

Ethics is a system of moral principles that helps us differentiate between right and wrong, good and bad, fair and unfair.

Values are the individual principles or qualities that guide judgment and behavior of a person or a group.

Body:

It is important to be ethical along with being professionally competent for several reasons, including:



Trust and Reputation:

- Ethical behavior builds trust and fosters strong relationships with colleagues, clients, and the community.
- **Example:** The Tata Group, under the leadership of Ratan Tata, is known for upholding ethical values, such as integrity and social responsibility. This commitment to ethics has earned the group a strong reputation globally.

Long-term Success:

- Ethical behavior contributes to long-term success and sustainability in professional endeavors.
- **Indian Example:** Infosys, an Indian multinational IT company, has built a strong foundation on ethical practices. Their commitment to transparency and integrity has played a crucial role in their continued growth and success.

Stakeholder Confidence:

- Ethical behavior instills confidence in stakeholders, including employees, customers, investors, and the public.
- **Example:** The Securities and Exchange Board of India (SEBI) has implemented stringent ethical regulations in the financial markets to protect investor interests and enhance confidence in the Indian capital market.

Social Impact:

- Ethical conduct positively influences society, contributing to social well-being and progress.
- **Example:** Dr. Devi Shetty, founder of Narayana Health, a chain of affordable healthcare facilities, demonstrates ethical practices by providing accessible and affordable healthcare to underserved communities, making a significant social impact.

Personal Integrity:

- Being ethical aligns with personal values and integrity, fostering self-respect and a sense of moral purpose.
- **Example:** Kiran Bedi, a former police officer and social activist, is known for her ethical conduct, integrity, and commitment to social justice. She has been a role model for ethical leadership in India.

Conclusion:

It is very important to be ethical in the performance of one's duty. An unethical person can only bring harm to the society, because professional competency, devoid of an ethical base, can only be a home for various vices. Whereas, an ethical person would strive for the common good, even if he lacks in the high standards of his profession. While an ethical and highly competent person is seen as an ideal; a person with no ethical principles and high professional competency can become a bane for the society.

Q2. What do you understand by the following terms in the context of public service? (5 terms x 3 marks each=15 marks | 250 words)

- a. **Integrity**
- b. **Perseverance**
- c. **Spirit of service**
- d. **Commitment**
- e. **Courage of conviction**

Answer:

Approach:

- **Introduction:** Write about public service.
- **Body:**
 - Mention the terms that hold particular significance in the context of public service.
 - Add examples for substantiation
- **Conclusion:** Conclude with some line about public service and the relation of these values.

Introduction:

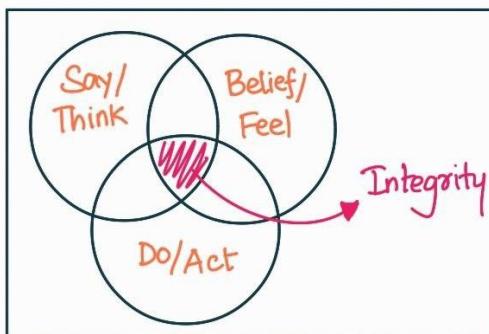
Public service is a noble and essential undertaking that requires individuals to possess certain qualities and values in order to effectively serve the needs of the community.

Integrity, perseverance, spirit of service, commitment, and courage of conviction are five key terms that hold particular significance in the context of public service

Body:

- a) **INTEGRITY:** It is the quality of being honest and having strong moral principles and It is doing the right things even when nobody's watching.

Example: Sir M. Visvesvaraya used to use two separate candles each for personal work and office work during the official working hours.



- b) **PERSEVERANCE:** It refers to the quality of the character to stay firm on the path of one's duty. A civil servant often faces difficulties in the performance of his duties. In this regard, it is important to develop the attribute of perseverance.

Example: Sardar Vallabhbhai Patel, the first Deputy Prime Minister and Minister of Home Affairs of India, demonstrated perseverance in uniting the country after independence by integrating various princely states into the Indian Union.

- c) **SPIRIT OF SERVICE:** it refers to the quality of the character that encourages one to pursue the goals of the organization with devotion. Every organization has some basic objectives, which are ethical in nature. In the Public services, it is particularly important that the officials abide by the ethical code and goals of the public organization. The goal of the public organization is to do good to the society.

Example: With 'Project 37', Arunachal Officers Raise Lakhs to Repair Schools, Build Roads. They started by contributing 1500 every month via Electronic Clearance Service, collecting around 2 lakhs in funds. Every month a lottery is held and one school is picked for micro-infrastructure repairs.

- d) **COMMITMENT:** It is the dedication and passion towards a particular task. It helps to achieve goals and not deviate from them.

Example: Gandhiji committed his life to satya and ahimsa, and never wavered from his path despite numerous difficulties.

Commitment + Perseverance = Dedication

- e) **COURAGE OF CONVICTION:** The state or quality of mind or spirit that enables one to face danger or fear with self-possession, confidence and resolution.

Example: Satyendra Dubey, an IES officer who exposed corruption involved in the Golden Quadrilateral Highway Construction project.

Q3. Indicate two more attributes which you consider important for public service. Justify your answer. (10 marks, 50 words)

Answer:

Approach:

- **Introduction:** Write about public service.
- **Body:**
 - Mention the importance of impartiality and non-partisanship in civil service OR any two values you find important.
 - Illustrate with substantiation.
- **Conclusion:** Conclude suitably with the way forward.

Introduction:

In the realm of public service, there are several attributes that are highly valued and essential for individuals committed to serving the needs and interests of the public. Expanding upon the previously mentioned attributes, I would like to introduce two additional qualities that I believe are critical.

Body:

IMPARTIALITY:

- Impartiality implies that the behavior and treatment by a bureaucrat to any individual or entity has to be exclusively based on merit.
- To make fair, just, equitable, effective and efficient decisions, there has to be absolute impartiality.

Importance: Impartiality empowers the administrator to fill the gaps of trust deficit between the subjects and the Government. Impartiality provides lawfulness to the behavior of administrators and makes it more effective.

Importance of Impartiality in Civil Service:

1. **Keeps away from controversy:** Having this value removes all scope of controversy that a public servant may encounter during his time of service. Neutral nature of work will keep issues away from public fanfare.
2. **Upholding constitutional values:** Impartiality helps a civil servant to uphold constitutionalism and prevent authoritarian government. It helps in upholding rule of law and makes the civil servant accountable to law and law alone.
3. **Majoritarianism prevention:** Especially in a diverse country like India, minority voices can be suppressed if the civil servant becomes partial towards the majority for vested interests.

NON-PARTISANSHIP:

- Non-partisanship implies that the officer is to do his task without any fear of, or favor to any political party.
- The values of the administrator will flow from the constitution, not from the philosophy of any political party.

Importance of Non-partisanship in Civil Service:

1. **Maintain trust:** Non-partisanship helps to maintain trust of people in Administration.
2. **Maintain healthy relation:** Non-partisanship ensures that ministers are sure that the aid and advice they will receive from the civil servants will be trustworthy and that civil servants will serve them faithfully.
3. **Better policy formulation:** It helps in effective policy formulation and its implementation.
4. **Help avoid self-interest:** It also helps in mending self-interest based political ideology towards holistic development.

Value Addition:-

10th ARC Report

ARC in its 10th report (Refurbishing Personnel administration, scaling new height) is of the view that in addition to commitment to the constitution values for civil services should include:

- Objectivity
- Commitment to the principles enshrined in the Constitution
- Empathy and compassion for the vulnerable and weaker section of society
- Adherence to the highest standards of probity, integrity and conduct
- Commitment to the citizens concerned and public good.

Conclusion:

These qualities foster trust, drive positive change, and ensure the delivery of equitable and impactful public services to meet the evolving needs of society.

Q4. Some people feel that values keep changing with time and situation, while others strongly believe that there are certain universal and eternal human values. Give your perception in this regard with due justification. (10 marks, 150 words)

Answer:

Approach:

- **Introduction:** Write about values.
- **Body:**
 - Analyze the statement in various perspectives.
 - Mention about dynamic and universal values.
 - Proper substantiation to validate the analysis.
- **Conclusion:** Conclude with significance of values.

Introduction:

Values are the qualities and ideas that help guide our behavior and define who we are. Our values come from our beliefs, and are formed by various means. Some examples of values are- achievement, bravery, carefulness, challenge, compassion, generosity, honesty, humor, kindness, knowledge, open-mindedness, perseverance, respect, self-control, etc.

Body:

Yes, they change:

"The man who never alters his opinion is like standing water, and breeds reptiles of the mind."

- English poet William Blake

1. Over time, repeated positive engagement of values is likely to strengthen them. Our lives provide continual opportunities for the growth of certain values. Our lives also sometimes put constraints on certain values.
2. People's values tend to change over time as well. Values that suited you as a child change as you become a young adult, which may further change as you become an old person.
3. They change because we want them to; or sometimes they change even if we didn't mean them to. We may have believed that something is wrong but now we might not be so sure that it's true. We may have believed that we'd never do something; but then we do it and we decide that it's okay to do it.
4. Over a period of time, new ethical issues have arisen and values have changed.
5. New knowledge about existing problems or techniques and completely new areas of work has also led to change in values.

No, they do not:

1. **Values are universal** but the motivation they provide to us is of differing degree. That doesn't mean that values change.
2. **Values as such do not change.** Only their expression changes depending on circumstances and situations. In some cultures, as well as different circumstances, the priorities assigned to values change.
3. We can find **values like peace, kindness, hard work, perseverance**, etc. still relevant to the same degree as from old times. They will still remain relevant even after we die.
4. **Values are essential to build ourselves.** We build ourselves to survive in the world and create a society. Since values needed to build a good society are constant or similar, values can be said to be constant, similar or universal as each of us tries to build a good society.
5. **"Open your arms to change but don't let go of your values."** - The 14th Dalai Lama. This tells us that good values are not supposed to change. They are eternal.

Conclusion:

The conclusion is that values can and do change, though certain core values may be unaltered over a long period of time. These core values can be called primary values and the changing of one's secondary values. The changes which occur in secondary values are due to changes in knowledge,

changes in social and cultural values and norms, and changes arising through an individual's personal experience of life.

Q5. What is 'emotional intelligence' and how can it be developed in people? How does it help an individual in making ethical decisions? (10 marks | 150 words)

Answer:

Approach:

- **Introduction:** Define emotional intelligence
- **Body:**
 - Mention how Emotional intelligence can be developed.
 - Explain how it helps an individual in making ethical decisions.
- **Conclusion:** Conclude with the way forward and relevance in life of Public servant.

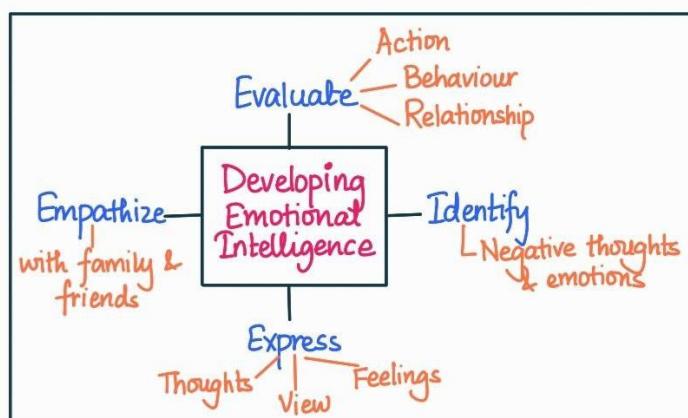
Introduction:

Emotional intelligence is the ability to channelize emotions for constructive purposes. It must be known that emotional intelligence is not the opposite of intelligence. It is not the triumph of heart over head, rather, the unique intersection of both.

Body:

How Emotional intelligence be developed?

- **Effective Communication:** An effective communication can help people to develop better strategies and increase their efficiency by synchronizing their efforts. By motivating others to communicate how they feel, can help them to know themselves better.
- **Training to adapt:** People should be able to adapt to changing circumstances. This can be achieved by training to manage different situations. Ability to understand and manage their emotions and of those around them help emotionally intelligent leaders to navigate through difficult circumstances.



- **Taking responsibility:** Taking responsibility for one's actions is a part of emotional intelligence. One must develop courage to accept his/her deeds. This enables a person to better accept his/her faults and work upon them ultimately leading to emotional intelligence.
- **Self-awareness:** Self-awareness ability allows an individual to know his/her strengths and weaknesses. This helps in managing emotions through using his/her strengths and working upon weaknesses.
- **Developing Empathy:** Having empathy is critical to understand and manage emotions of other people. Ability to recognize others' emotions help individuals to act accordingly. It helps them to understand their colleagues' feelings and perspectives, which enables them to communicate and collaborate more effectively with their peers.

How does it help an individual in making ethical decisions?

- Almost from the beginning, the decision-making experts were encouraged to think that making decisions is a rational process involving facts and analysis. However, in reality decisions are acts of judgment made by people. These judgments are shaped and formed in our brain, through processes that are just now being understood. In fact, in many instances, the real driver of our actions is our emotions.

- Many experts and empirical studies warn decision-makers about the perils of making decisions when one is emotionally aroused. The important thing here is not the presence of emotions, but the way in which the individuals interpret and deal with emotions.
- When an individual appropriately deals with emotions, he/she is able to make better decisions. The more skilled a person is in dealing with his/her emotions, the more likely that person is to make more correct and ethical decisions. When emotions are elicited in any decision-making process, they are processed by abilities included under emotional intelligence. Decisions involve the use of cognitions and emotions in varying amounts.
- **For example,** when faced with a situation eliciting intense anger, a person could make an unethical decision prompted by that anger, rather than going through a rational, multi-step process. Take example of law enforcement agencies. When faced with a hostile environment, they may commit revengeful acts.

Conclusion:

In the civil services, therefore, emotional intelligence is beneficial to manage the emotions in a manner that will be helpful to achieve productive outcomes. High-EI individuals, therefore, could reduce the effects of negative emotions like anger or rage on their decision-making. Rage and anger are not only removed as hindrances, but also used to enhance the quality of decisions. Therefore, emotionally intelligent civil services could result in better decisions especially when more negative emotions accompany decisions.

Q6. What do you understand about the term ‘voice of conscience’? How do you prepare yourself to heed to the voice of conscience? (10 marks | 150 words)

Answer:

Approach:

- **Introduction:** Definition of voice of conscience.
- **Body:**
 - Explain how a voice of conscience can help in right decision making.
 - How can one be prepared to heed to the voice of conscience?
- **Conclusion:** Give prospective way ahead

Introduction:

Voice of conscience is the part of our mind that tells us whether what we are doing is morally right or wrong. It is also called the inner voice that we hear from within, particularly when we are trying to do something which is unethical or immoral.

It happens in the time of crisis when a person faces a dilemma. In such situations, his conscience does not allow him to go on the wrong path. He maintains his values and directs one's behavior based on own conscience. It is a complex process that takes place at a time of emotional conflict.

Body:

How does the voice of conscience help in right decision making?

- Releasing oneself from external impacts and egocentric pursuits.
- A person constantly comes throughout ethical dilemmas within the selection making technique.
- Voice of sense of right and wrong acts because the guide for taking accurate choices when we have to select between competing units of standards in a given, generally unwanted or complicated, state of affairs.

Example: supporting accident victims in your manner to an interview.

- The voice of conscience of an individual enables in analyzing the state of affairs from specific views and helps in taking the right selection.
- Voice of moral sense allows in avoiding Conflicts of interest for higher choice making. It is able to assist in identifying among personal profits and public welfare.
- Voice of conscience is our capacity to make a practical selection in the milieu of moral values and standards.
- Voice of moral sense is someone's ethical compass of right and incorrect in addition to the consciousness of one's moves. Expressions such as 'gut feeling' and 'guilt' are regularly implemented at the side of a sense of right and wrong.

Conclusion:

A voice of sense of right and wrong that is each nicely old-fashioned (formed by using schooling and experience) and well knowledgeable (aware about records, proof and so forth) enables us to know ourselves and our world and act therefore. For that reason, Voice of judgment of right and wrong acts as a source of ethical selection making.

Q7. What is meant by ‘crisis of conscience’? Narrate one incident in your life when you were faced with such a crisis and how you resolved the same. (10 marks| 150 words)

Answer:

Approach:

- **Introduction:** Definition of crisis of conscience.
- **Body:**
 - Explain the relevance of the question with the incident for substantiation.
 - Add points to show how you resolved that particular situation.
- **Conclusion:** Conclude with the way forward and suggestion.

Introduction:

Crisis of conscience is a situation in which it is very difficult to decide what is the right thing to do. The term is also used when someone is worrying because they think that they have done something unfair or morally wrong.

Body:

Crisis of conscience:-

- It is a case of ethical dilemma, but often in a stronger sense. When there is a crisis of conscience, the individual fears that his action may be against the voice of conscience and hence ethically wrong.
- Sometimes, we are not able to act in the way that is in compliance with our values and principles. Either due to some external exigencies or material greed, we, sometimes, sideline our voice of conscience and act in a contrary way.
- This, if done for material greed, degrades our human nature and suppresses our conscience. However, there are also circumstances when, due to some external reasons beyond our control, we are not able to act according to our beliefs. Such situations create a feeling of guilt and shame.

Incidence:-

- In a situation, I had Rs. 5000 stored for purchasing high-quality clothes on my birthday. When I went to a shopping center to buy clothes, my pal, known as me, informed me that his mother was unwell and they were speeding to the health center. I knew he became poor and might want a little spare money.
- I had a crisis of sense of right and wrong whether to spend the money on my clothes or maintain them spare lest my buddy might need it. The choice became tough. If I spent the cash and he faced a problem, I felt guilty. Strong crisis of judgment of right and wrong came about between my private desire and my obligation toward a pal.
- Finally, with quite a few convictions, I decided to maintain the money in my spare time and not buy garments on that birthday.

Conclusion

Crisis of conscience occurs when personal values clash with a decision or action one is faced with. Resolving such a crisis requires careful evaluation, prioritizing ethical principles, and making choices that align with one's values and the greater good. By navigating these dilemmas with integrity and a commitment to ethical conduct, individuals can maintain their moral compass and contribute positively to society.

Q8. “There is enough on this earth for every one’s need but for no one’s greed.” Mahatma Gandhi. (10 marks| 150 words)

Answer:

Approach:

- **Introduction:** Explain the meaning of the quote briefly.
- **Body:**
 - Mention the relevance of quotes in present day context.
 - Link it with the SDGs or environment.
 - Add examples for substantiation.
- **Conclusion:** Conclude with suggestions and way forward.

Introduction:

Our needs are limited but our greed has no limit. We can easily satisfy our basic needs like food, clothing and housing. There are sufficient resources today in our world to easily fulfill the needs of all the people of the world. However, there is no end to greed.

Body:

Here are some Indian specific examples that illustrate this concept:

Sustainable Agriculture:

- Promotion of sustainable farming practices, such as organic farming and agroecology, that prioritize the needs of small-scale farmers and ensure food security while minimizing environmental degradation.
- **Example:** Sikkim, a state in India, has successfully implemented organic farming practices, reducing dependence on chemical fertilizers and pesticides, and prioritizing the health and well-being of farmers and consumers.

Renewable Energy Transition:

- Embracing renewable energy sources, such as solar and wind power, to meet the energy needs of the growing population while reducing dependence on fossil fuels and mitigating environmental impacts.
- **Example:** The state of Gujarat has made significant strides in solar energy production, utilizing its vast solar potential and establishing large-scale solar power projects to meet the energy demands of its residents.

Corporate Social Responsibility (CSR):

- Encouraging corporations to fulfill their social and environmental responsibilities by giving back to society and minimizing the negative impacts of their operations.
- **Example:** Tata Group, one of India's largest conglomerates, has implemented various CSR initiatives, focusing on education, healthcare, and sustainable development, to address societal needs and contribute to the well-being of communities.

Forest Conservation and Tribal Rights:

- Balancing the conservation of forests with the protection of indigenous people's rights, ensuring sustainable livelihoods and preserving biodiversity.
- **Example:** The Forest Rights Act in India recognizes and grants land and resource rights to tribal and forest-dwelling communities, striking a balance between conservation efforts and the needs of marginalized communities.

Waste Management and Recycling:

- Implementing effective waste management practices, including segregation, recycling, and waste reduction, to minimize resource consumption, environmental pollution, and promote a circular economy.
- **Example:** The city of Alappuzha in Kerala has implemented a successful waste management system, emphasizing decentralized waste treatment plants, recycling, and composting, reducing the burden on landfills and promoting sustainable waste practices.

Conclusion:

By prioritizing the needs of all individuals and communities and avoiding excessive greed, we can work towards a more equitable and sustainable world.

Q9. "Nearly all men can withstand adversity, but if you want to test a man's character, give him power."—Abraham Lincoln. (10 marks | 150 words)

Answer:

Approach:

- **Introduction:** Write about the meaning of power.
- **Body:**
 - Illustrate the relevance of quotes from various examples.
 - How power impacts the decisions of men.
 - Add examples of various leaders from history.
- **Conclusion:** Give prospective way ahead

Introduction:

This quote by Abraham Lincoln suggests that when someone is given power, it can reveal their true character. Here are a few illustrations to help explain the meaning of this quote:

Body:

Examples:

- **Politicians:** When politicians are seeking power, they often make promises to their constituents, such as reducing poverty or increasing access to healthcare. However, once they are in power, some politicians may prioritize their own interests over those of their constituents. For example, they may accept bribes or engage in other forms of corruption to maintain their power.
- **Managers:** In the workplace, managers are often given power over their employees. Some managers may use their power to manipulate their employees or abuse their authority. For instance, a manager may punish an employee who speaks out against their unfair treatment, or they may give preferential treatment to employees who are their friends or allies.
- **Celebrities:** Celebrities often have a lot of power and influence over their fans. Some celebrities use their power to promote positive causes, such as environmental protection or human rights. However, others may use their power to spread harmful messages or engage in unethical behavior. For instance, a celebrity might use their platform to spread false information about vaccines, which can harm public health.
- **Family members:** In some families, there may be a power dynamic where one family member has more control than others. For example, a parent may have power over their children. When this power is used responsibly, the parent can help their children grow and develop. However, if the parent abuses their power, they may harm their children, either through physical or emotional abuse.

Conclusion:

In all these cases, power can reveal a person's true character. Some people may use their power to benefit themselves at the expense of others, while others may use their power to help those who are less fortunate. Ultimately, the way that someone uses their power can reveal a lot about their character.

Q10. "I count him braver who overcomes his desires than he who overcomes his enemies."— Aristotle. (10 mark, 150 words)

Answer:

Approach:

- **Introduction:** Highlight the meaning of the quote.
- **Body:**
 - Illustrate to explain the meaning of the quote.
 - Importance of overcoming the desires.
 - Add examples to substantiate your views.
- **Conclusion:** Conclude by relevant statements in the life of public servant.

Introduction:

This quote by Aristotle suggests that it takes more bravery to conquer one's own desires than to conquer external enemies. Here are a few illustrations to help explain the meaning of this quote:

Body:-

Various examples to support the argument:-

- **Mahatma Gandhi:** Gandhi's nonviolent resistance against British colonial rule in India showcased bravery in overcoming the desire for violent retaliation and instead promoting peace and independence through peaceful means.
- **Ashoka the Great:** After experiencing the horrors of war, Ashoka embraced Buddhism, renounced violence, and focused on promoting peace, religious tolerance, and social welfare.
- **Swami Vivekananda:** Vivekananda emphasized the need to conquer desires for personal gain and material possessions, advocating for self-realization and service to humanity.
- **Dr. B.R. Ambedkar:** Ambedkar fought against discrimination and worked towards social justice and empowerment of marginalized communities, transcending personal desires for revenge and dedicating himself to the welfare of others.
- **Mother Teresa:** Mother Teresa exemplified bravery by selflessly serving the poor and destitute, forsaking personal desires for comfort and security.
- **Vinoba Bhave:** Bhave's Bhoojan Movement encouraged landowners to voluntarily donate land to landless farmers, demonstrating bravery by overcoming desires for personal wealth and promoting social equality.

Conclusion:

In all these cases, the common theme is that the person must overcome their own internal desires and impulses. This can be difficult, as it requires confronting one's own weaknesses and vulnerabilities. However, as Aristotle suggests, it is ultimately more courageous to overcome these internal struggles than to conquer external enemies, as it requires facing oneself and one's own limitations.

Q11. "The good of an individual is contained in the good of all." What do you understand by this statement? How can this principle be implemented in public life? (10 marks | 150 words)

Answer:

Approach:

- **Introduction:** Give the meaning of the quote in your own understanding.
- **Body:**
 - Mention ways that this principle can be implemented in public life.
 - How good an individual is contained in the good of all.
- **Conclusion:** Conclude with suggestions and way forward.

Introduction:

This statement suggests that the well-being of an individual is interconnected with the well-being of society as a whole. In other words, if society is functioning well and individuals have access to basic necessities such as food, water, shelter, and healthcare, then the individual will also benefit.

Body..

Here are a few ways that this principle can be implemented in public life:-

- **Prioritizing the common good:** When making policy decisions, governments should prioritize the common good over individual interests. This means taking into account the impact that a decision will have on the broader population, rather than just a select few.
- **Providing social services:** Governments can implement programs that provide basic necessities such as healthcare, education, and housing to all members of society. This ensures that individuals have access to the resources they need to thrive, which in turn benefits the broader society.
- **Promoting equity:** Policies should be designed to promote equity, ensuring that all individuals have equal access to opportunities and resources. This can include measures such as affirmative action programs, which aim to address historical inequalities and level the playing field for marginalized groups.
- **Encouraging civic engagement:** Citizens should be encouraged to participate in the democratic process, and their voices should be heard in policy decision-making. This can include initiatives such as town hall meetings, public consultations, and online forums where citizens can share their thoughts and ideas.

Conclusion:

The principle of the good of an individual being contained in the good of all is prioritized. When society is functioning well and individuals have access to basic necessities and opportunities, everyone benefits. By implementing policies and programs that promote the common good, governments can help ensure that all individuals have the chance to thrive and contribute to society.

Q12. It is often said that 'politics' and 'ethics' do not go together. What is your opinion in this regard? Justify your answer with illustrations. (10 marks | 150 words)

Answer:

Approach:

- **Introduction:** Write about relation between ethics and politics.
- **Body:**
 - Write your views whether in support or against.
 - Illustrations to support ethics should be an integral part of politics.
 - Add examples from the life of leaders.
- **Conclusion:** Give prospective way ahead

Introduction:

There is a common perception that politics and ethics do not go together, but this is a false dichotomy. Ethics should be an integral part of politics, as political decisions have a significant impact on people's lives and can determine the direction of society as a whole.

Body:

Here are a few illustrations to support this argument:

- **Dr. A.P.J. Abdul Kalam:** Known as the "People's President," Kalam exemplified ethical leadership during his tenure as the President of India. He prioritized integrity, humility, and inclusivity, focusing on national development and inspiring youth through his vision and ethical conduct.
- **Anna Hazare:** Hazare, an anti-corruption activist, led the India Against Corruption movement, demanding a strong anti-corruption law. He emphasized the need for ethical governance, transparency, and accountability in the political system, inspiring a nationwide discourse on ethical conduct in politics.
- **Aruna Roy:** Roy, a social activist, played a crucial role in advocating for the Right to Information (RTI) Act in India. By promoting transparency and accountability in government functioning, she demonstrated the ethical dimensions of political activism.
- **Manmohan Singh:** As Prime Minister of India, M. Singh prioritized economic reforms, but also emphasized ethical governance and integrity. He maintained a reputation for personal honesty and integrity, setting an example of ethical leadership.
- **P. Sainath:** Sainath, a journalist and social activist, dedicated his work to highlighting rural poverty and social injustice in India. His reporting shed light on unethical practices in politics and bureaucracy, urging for systemic reforms and ethical governance.

Conclusion:

It is clear that ethics and politics are intimately connected. Political decisions have real-world consequences for people's lives and for the planet as a whole. By prioritizing ethics in politics, we can help ensure that decisions are made with the common good in mind, rather than just for the benefit of a select few.



PW Web/App: <https://smart.link/7wwosivoicgd4>

Case Studies (Section-B)

Q1. Vijay was Deputy Commissioner of a remote district of a hilly northern state of the country for the last two years. In the month of August, heavy rains lashed the complete state followed by cloudbursts in the upper reaches of the said district. The damage was very heavy in the complete state especially in the affected district. The complete road network and telecommunication were disrupted and the buildings were damaged extensively. People's houses have been destroyed and they were forced to stay in open. More than 200 people have been killed and about 5000 were badly injured. The Civil Administration under Vijay got activated and started conducting rescue and relief operations. Temporary shelter camps and hospitals were established to provide shelter and medical facilities to the homeless and injured people. Helicopter services were pressed in, for evacuating sick and old people from remote areas. Vijay got a message from his hometown in Kerala that his mother was seriously sick. After two days Vijay received the unfortunate message that his mother has expired. Vijay has no close relative except one elder sister who was a US citizen and staying there for last several years. In the meantime, the situation in the affected district deteriorated further due to resumption of heavy rains after a gap of five days. At the same time, continuous messages were coming on his mobile from his hometown to reach at the earliest for performing last rites of his mother.

- (a) What are the options available with Vijay?
- (b) What are the ethical dilemma being faced by Vijay?
- (c) Critically evaluate and examine each of these options identified by Vijay.
- (d) Which of the options, do you think, would be most appropriate for Vijay to adopt and why? (250 Words, 20 Marks)

Answer

The above case highlights an **ethical dilemma** faced by **Vijay**, a **Deputy Commissioner**, torn between his professional duty of managing a severe natural disaster in his district and his personal duty towards performing his **mother's last rites**.

Stakeholders	<ul style="list-style-type: none"> • Affected citizens • Vijay as officer • District administration • Emergency/forces (Police, Health, SDRF/NDRF, Army/IAF) • Local governance/community (Panchayats, volunteers, SHGs) • Vijay's family
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(a) Options available to Vijay

- **Stay and lead; defer last rites:** Remain on ground, continue command, and perform rites later.
- **Short, time-bound bereavement leave:** Take 24–48 hours' leave, perform last rites, return immediately.
- **Full delegation with remote supervision:** Hand over to Additional DC/Incident Commander. Supervise from **SEOC (State Emergency Operations Center)** if communications allow.
- **Seek state deputation support:** Request state to post a Special Officer-in-Charge; take brief leave for rites. (*Like the Pandavas seeking Krishna's counsel and external support during crisis.*)
- **Capacity augmentation, then minimal leave:** Secure NDRF/Army/IAF reinforcement; take tightly limited leave with continuous updates.
- **No leave until red alert passes:** Prioritize uninterrupted response; attend rites only after stabilization.

(b) Ethical dilemmas faced by Vijay

- **Public duty vs. filial (Parental) duty:** Saving lives now versus the moral-cultural obligation to perform last rites. (*Like Arjuna in Kurukshetra, torn between family bonds and duty.*)

- **Integrity vs. compassion to family:** Unbroken commitment to office versus humane response to bereavement.
- **Justice to citizens vs. fairness to self:** Fairness to disaster victims versus fair treatment of one's own needs.
- **Public trust vs. personal well-being:** Avoiding negative optics versus preventing burnout and impaired judgment.

(c) Critical evaluation of options available to Vijay

Option	Merits	Demerits
1. Leave immediately for hometown	<ul style="list-style-type: none"> - parental and cultural duty. - Provides emotional closure. - Social expectation of a son. 	<ul style="list-style-type: none"> - Abandons district at crisis point. - Leadership vacuum in relief operations. - Breach of public trust & accountability.
2. Delegate the charge and go	<ul style="list-style-type: none"> - Balances both duties partially. - Relief continues under senior subordinates. - Shows trust in team. 	<ul style="list-style-type: none"> - Subordinate capacity may not match DC's authority. - In disaster, coordination gaps may arise. - Perception of avoiding responsibility.
3. Stay back and lead operations	<ul style="list-style-type: none"> - Demonstrates integrity, selflessness, commitment to public service. - Ensures effective relief; saves lives. - Builds public trust & morale. 	<ul style="list-style-type: none"> - Severe personal/emotional loss. - Failure to perform traditional duties. - May cause personal regret later.
4. Virtual presence in last rites	<ul style="list-style-type: none"> - Allows symbolic participation via technology. - Reduces personal regret while staying on duty. 	<ul style="list-style-type: none"> - Family/community may feel absence strongly. - Cannot replace physical presence.
5. Seek higher authority's guidance	<ul style="list-style-type: none"> - Transparent, accountable decision-making. - Shows respect for institutional process. 	<ul style="list-style-type: none"> - Bureaucratic delays in crisis. - May appear indecisive.

(d) Best suitable course of action to opt:

Merging Option 3 (stay back) + Option 2 (delegate) + Option 4 (virtual presence): (Similar to **Lord Rama choosing rajdharna over his longing for the throne.**)

Vijay should remain in the district and personally lead disaster relief operations, as his presence is critical to saving thousands of lives and maintaining public trust. At the same time, he can delegate routine tasks to senior subordinates to ensure administrative continuity and use virtual means such as video calling to participate in his mother's last rites, while keeping higher authorities informed of his situation.

Q2. In line with the Directive Principles of State Policy enshrined in the Indian Constitution, the government has a constitutional obligation to ensure basic needs - *Roti, Kapda aur Makaan* (Food, Clothes and Shelter) - for the under-privileged. Pursuing this mandate, the district administration proposed clearing a portion of forest land to develop housing for the homeless and economically weaker sections of the society.

The proposed land, however, is an ecologically sensitive zone densely populated with age-old trees, medicinal plants and vital biodiversity. Besides, these forests help to regulate micro-climate and rainfalls, provide habitat for wildlife, support soil fertility and prevent land/soil erosion, and sustain livelihoods of tribal and nomadic communities.

In spite of the ecological and social costs, the administration argues in favour of the said proposal by highlighting that this very initiative addresses fundamental human rights as a critical welfare priority. Besides, it fulfils the government's duty to uplift and empower the poor, through inclusive housing development. Further, these forest areas have become unsafe due to wild animal threats and recurring human-wildlife conflicts. Lastly, clearing forest zones may help to curb anti-social elements allegedly using these areas as hideouts, thereby enhancing law and order.

- Can deforestation be ethically justified in the pursuit of social welfare objectives like housing for the homeless?
- What are the socio-economic, administrative and ethical challenges in balancing environmental conservation with human development?
- What substantial alternatives or policy interventions can be proposed to ensure that both environmental integrity and human dignity are protected?

(250 Words, 20 Marks)

Answer

The dilemma between environmental conservation and human development reflects the conflict between **anthropocentric and ecocentric ethics**. While housing for the homeless is a constitutional priority under DPSP, forests are crucial for ecology and indigenous survival. The challenge is whether clearing them ensures true welfare or endangers long-term sustainability.

(a) Can deforestation be ethically justified for housing the homeless?

At first glance, providing shelter to the poor aligns with the **ethical principle of utilitarianism (Jeremy Bentham, John Stuart Mill)**, which seeks the “**greatest good for the greatest number**.” Housing would reduce suffering, improve human security, and uphold dignity. However, the destruction of ecologically sensitive forests creates irreversible harm to biodiversity, tribal livelihoods, and climate stability.

Thus, while human welfare is important, deforestation in such a fragile zone cannot be ethically justified, as it violates **intergenerational justice (John Rawls' principle of fairness)** by compromising the rights of future generations to a healthy environment.

(b) Socio-economic, administrative, and ethical challenges

➤ **Socio-Economic Challenges:**

- ✓ **Balancing the immediate need for housing** with long-term livelihood security of forest-dependent communities.
- ✓ **Risk of deepening inequality**, as tribals may be displaced to accommodate urban poor.
- ✓ **Potential loss of ecosystem services** like soil fertility, water regulation, and medicinal plants, which are crucial for rural economies.

➤ **Administrative Challenges:**

- ✓ **Weak capacity to enforce** sustainable land-use planning.
- ✓ **Coordination gaps** between housing, tribal welfare, and forest departments.
- ✓ **Ensuring rehabilitation** of both displaced humans and wildlife amidst growing human-wildlife conflicts.

➤ **Ethical Challenges:**

- ✓ Conflict between **rights-based ethics** (right to shelter) and **duty-based ethics** (duty to preserve nature).
- ✓ **Balancing distributive justice**, should the welfare of homeless outweigh the welfare of forest dwellers and biodiversity?
- ✓ The **temptation of short-term populist gains** versus long-term ethical responsibility of stewardship.

Here, **Gandhiji's idea of Sarvodaya** (welfare of all) provides guidance: no development should come at the cost of the weakest sections, including voiceless species and tribal communities.

(c) Alternatives and Policy Interventions

- **Alternative Land Use:** Identify degraded or non-arable land for housing projects rather than ecologically sensitive zones. GIS mapping and land audits can help.
- **Vertical Housing Models:** Urban and semi-urban expansion through affordable high-rise housing reduces land footprint while ensuring dignity.
- **Eco-Sensitive Housing Schemes:** Promote eco-friendly building technologies (mud blocks, bamboo, green roofs) that reduce ecological impact.
- **Forest-Community Partnerships:** Recognise and empower tribal rights under FRA, 2006, and promote eco-tourism and forest-based livelihoods instead of displacement.
- **Integrated Policy Approach:** A “Housing-with-Conservation” framework that combines PM Awas Yojana with afforestation drives, ensuring compensatory plantations and ecological restoration.
- **Law and Order Concerns:** Rather than clearing forests, strengthen community policing and surveillance to address anti-social activities without ecological harm.

Conclusion

Human dignity and ecological integrity are inseparable. As **Amartya Sen's Capability Approach stresses, development must expand freedoms without harming future prospects**. Hence, inclusive housing that respects both people and nature, guided by **Gandhian trusteeship**, is the ethical way forward.

Q3. Subash is Secretary, PWD in the State Government. He is a senior officer, known for his competence, integrity and dedication to work. He enjoys the trust and confidence of Minister Incharge of PWD and Programme Implementation. As a part of his job profile, he is responsible for policy formulation, execution of projects relating to infrastructure initiatives in the State. Besides, he oversees the technical and administrative aspects relating to planning, designing and construction etc.

Subash's Minister is an important Minister in the state and significant growth in urban infrastructure development and road network has been registered during his tenure. He is very keen for launching of ambitious road construction project in the near future.

Subash is in regular touch with the Minister and is working various modalities of road construction project. Regular meetings, interactions and presentations are made by him to the Minister before a formal public announcement of the project is made by the Minister. Subash's only son Vikas is in real estate business. His son from his own sources is aware that a mega road project is on the anvil and announcement in this regard is expected anytime. He is very keen to know from his father the exact location of the upcoming project. He knows that there would be quantum jump in the prices of land in the vicinity. Buying land at this stage at cheaper prices would pay him rich dividends. He is pleading with him (his father) day in and day out to share him location of the proposed project. He assured him that he would handle the matter discreetly as it would not attract any adverse notice as he in the normal course, keeps on buying land as a part of his business. He feels pressurised because of constant pleadings by his son.

Another significant aspect of the matter pertained to the extra/undue interest in the above project by the Minister PWD. His nephew was also having big infrastructure project company. In fact, the Minister has also introduced his nephew to him and indicated to him to take care of his nephew's business interest in the forthcoming project. The Minister encouraged him to act fast in the matter as early announcement and execution of mega road project would enhance his status in the party and public life.

In the above backdrop, Subash is in a fix as to the future course of action.

- (a) Discuss the ethical issues involved in the case.
- (b) Critically examine the options available to Subash in the above situation.
- (c) Which of the above would be most appropriate and why? (250 Words, 20 Marks)

Answer

Civil servants hold the office of **trust** and **stewardship**, expected to act with **integrity**, **impartiality** (*Yudhishtira, Mahabharata*), and **public accountability**. Subash, Secretary PWD, faces a **moral dilemma** where personal, familial, and political pressures conflict with his duty. His decisions must balance **dharma (duty)**, **fairness**, **transparency**, and **rule of law**, avoiding even the appearance of impropriety.

Key Stakeholders

Stakeholders	<ul style="list-style-type: none"> • Subash (Secretary, PWD) • Vikas (Son of Subash) • Minister (PWD) • Minister's Nephew (Infrastructure Business) • Public / Citizens
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(a) Ethical Issues Involved

- **Conflict of Interest:** Balancing the private gains of his son and political loyalty against public duty.
- **Insider Trading/Corruption Risk:** Disclosure of sensitive project information violates legal and ethical norms.
- **Nepotism Pressure:** The Minister's influence to favour his nephew compromises meritocracy.
- **Integrity vs Familial Pressure:** Persistent requests from son test personal virtue and self-control.
- **Professional Accountability:** Upholding transparency and probity is crucial for institutional credibility.

(b) Options Available – Merits and Demerits

Options	Merits	Demerits
1. Share info with son	<ul style="list-style-type: none"> - Short-term personal/familial gain (self-interest). - Meets filial expectations. - Immediate satisfaction. 	<ul style="list-style-type: none"> - Violates duty, transparency, and the rule of law. - Corruption/insider trading risk. - Long-term erosion of public trust and institutional integrity.
2. Favour Minister's nephew	<ul style="list-style-type: none"> - May strengthen political ties. - Could accelerate project approval. - Short-term goodwill. 	<ul style="list-style-type: none"> - Violates meritocracy, fairness, and impartiality. - Breaches Kantian duty ethics. - Sets precedent for nepotism.
3. Refuse disclosure & act impartially	<ul style="list-style-type: none"> - Upholds Kantian duty ethics: act according to moral law. - Protects public trust, integrity, and transparency. - Aligns with the Bhagavad Gita principle of karma yoga. 	<ul style="list-style-type: none"> - Faces pressure from son and minister. - Potential delay in project approvals. - Short-term personal stress.
4. Recuse from project decisions	<ul style="list-style-type: none"> - Avoids conflict of interest. - Ensures administrative accountability. - Protects the reputation of PWD and oneself. 	<ul style="list-style-type: none"> - Limits professional influence. - Could delay project execution. - May appear as avoidance of responsibility.

(c) Recommended Course of Action: Combine Options 3 and 4

- **Maintain impartiality:** Do not disclose project information to the son or the minister's nephew.
- **Recuse if necessary:** Delegate sensitive project decisions to a neutral officer to maintain **integrity and transparency**.

- **Document all communications:** Create a clear audit trail for accountability and future reference.
- **Communicate ethical constraints:** Politely explain to son and minister about **legal, ethical, and public service obligations**, citing **dharma, meritocracy, and rule of law** principles.

Conclusion

Ethical steadfastness ensures **institutional credibility, public trust, and fairness**. By prioritising dharma, impartiality, and integrity, Subash protects the essence of public service, demonstrating that personal and political pressures must never override ethical governance.

- Q4. Rajesh is a Group A officer with nine years of service. He is posted as Administrative Officer in an Oil Public Sector undertaking. As an Administrative Officer he is responsible for managing and coordinating various administrative tasks to ensure smooth functioning of office. He also manages office supplies, equipment etc.**

Rajesh is now sufficient senior and is expecting his next promotion in JAG (Junior Administrative Grade) in the next one or two years. He knows that promotion is based on examination of ACRs/Performance Appraisal of last few years (5 years or so) of an officer by a DPC (Departmental Promotion Committee) and an officer lacking requisite grading of ACRs may not be found fit for promotion. Consequences of losing promotion may entail financial and reputational loss and set-back for career progression. Though he also puts his best efforts in official discharge of his duties, yet he is unsure of assessment by his superior officer. He is now putting extra efforts so that he gets thumping report at the end of financial year.

As Administrative Officer, Rajesh is regularly interacting with his immediate boss, who is his reporting officer for writing his ACR. One day he calls Rajesh and wants him to buy computer-related stationary on priority from a particular vendor. Rajesh instructs his office to initiate action for procuring these items. During the day, the dealing Assistant brings an estimate of Rupees Thirty Five Lakhs covering all stationery items from the same vendor. It is noticed that as per delegated financial powers, as provided in the GFR (General Financial Rules) as applicable in that Organisation, expenditure for office items exceeding Rupees Thirty Lakhs requires sanction of the next higher authority (boss in the present case). Rajesh knows that immediate superior would expect all these purchases should be done at his level, and may not appreciate such lack of initiative on his part. During discussions with officer, he learns that common practice of splitting of expenditure (where large order is divided in a series of smaller ones) is followed to avoid obtaining sanction from higher authority. This practice is against the rules and may come to the adverse notice of Audit.

Rajesh is perturbed. He is unsure of taking decision in the matter.

- What are the options available with Rajesh in the above situation?
- What are the ethical issues involved in this case?
- Which would be the most appropriate option for Rajesh and why?

(250 Words, 20 Marks)

Answer

The case of **Rajesh**, a PSU officer, reflects the clash between career ambitions and ethical integrity. Pressures from superiors to bypass financial norms conflict with legal accountability, highlighting the administrative challenge of balancing obedience, personal interests, and probity in governance.

Stakeholders	<ul style="list-style-type: none"> Rajesh (Administrative Officer) Immediate Superior Officer Organisation / PSU Government & Audit Authorities Public / Citizens Future Officers/Employees Rajesh's Family
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(a) Options available with Rajesh

- **Split the expenditure as per boss's hint:** Bypass rules to please boss and secure good ACR.
- **Approve full purchase without sanction:** Take decision himself, violating GFR; immediate compliance but audit risk.
- **Escalate to higher authority for sanction:** Follow rules strictly, get higher sanction, ensure transparency.
- **Seek written directions from superior:** Record decision trail; if superior insists, responsibility lies with him.
- **Propose alternative vendors/smaller essential purchase:** Buy only urgent items within limit, defer remaining till sanction.
- **Refuse wrong practice firmly with courage:** Uphold rule of law at risk of career progression.

Like Nachiketa (in Kathopanishad) who rejected temptations of Yama for truth; or Emperor Ashoka who abandoned unjust conquests after Kalinga.

(b) Ethical issues involved

- **Integrity vs Career Progression:** Whether to uphold probity in public spending or compromise rules for securing favourable ACR and promotion.
Like Harishchandra choosing truth over kingdom.
- **Obedience vs Rule of Law:** Choosing between blindly obeying superior's instructions or adhering to legal provisions like GFR.
- **Public Interest vs Personal Interest:** Safeguarding public funds and institutional credibility versus advancing personal career goals.
- **Accountability & Transparency:** Following transparent procurement to ensure audit compliance versus hiding under informal practices like expenditure splitting.
- **Conflict of Duty vs Emotion:** Balancing professional ethical duty with emotional desire for career security and recognition.

(c) Most appropriate option for Rajesh and why

The best option is **seek higher sanction as per GFR** in addition to it, **if pressured, ask for written orders** along with **partial procurement for urgent needs**.

- This balances **rule of law, accountability, transparency**.
- Protects Rajesh's ethical credibility in long run.

Conclusion

Rajesh must act with the spirit of Rama's rajdharma, Nachiketa's truthfulness, and Ashoka's ethical awakening. By upholding GFR rules despite risks, he protects institutional integrity. Promotions may come and go, but ethical credibility sustains true civil servants.

Q5. Mahatma Gandhi National Rural Employment Guarantee Program, MGNREGA was earlier known as National Rural Employment Scheme, NREGA. It is an Indian Social Welfare Program that aimed at fulfilling the 'Right to Work' provisions made in the Constitution. MGNREGA was launched in 2006 under Rural Employment Sector by the Ministry of Rural Development.

Main objective of the program is to give legal guarantee of wage employment to the adult members of rural households who are willing to do unskilled manual labour work subject to a maximum of 100 days per year for every household. Every rural household has the right to register under the scheme, job card is issued to the registered, Job Card holder can seek employment; State Government shall pay 25% of minimum wage for the first 30 days as compensatory daily unemployment allowance to the families and of wage for remaining period of the year. MGNREGA work was undertaken by various Gram Panchayats.

You have been appointed as an Administrator Incharge of the District. You have been given the responsibility of monitoring MGNREGA work undertaken by various Gram Panchayats. You are also given the authority to give technical sanctions to all MGNREGA works.

In one of the Panchayats in your jurisdiction, you notice that your predecessor has mismanaged the Program in terms of:

- (i) Money not disbursed to actual job-seekers.
- (ii) Muster Rolls of the Labourers not properly maintained.
- (iii) Mismatch between the work done and payments made.
- (iv) Payments made to fictitious persons.
- (v) Job Cards were given without looking into the need of person.
- (vi) Mismanagement of funds and to the extent of siphoning of funds.
- (vii) Approved works that never existed.
- (a) What is your reaction to the above situation and how do you restore the proper functioning of the MGNREGA Program in this regard?
- (b) What actions would you initiate to solve the various issues listed above?
- (c) How would you deal with the above situation? (250 Words, 20 Marks)

Answer

The case highlights corruption and mismanagement in the **MGNREGA scheme**, which was created to give rural households the **Right to Work** and dignity of labour. As District Administrator, my responsibility is to fix these irregularities and make the scheme transparent, fair, and beneficial for genuine workers.

(a) My Reaction and Restoring Proper Functioning

I would react with a sense of urgency and responsibility. Rural poor depend on this scheme for survival, and mismanagement of funds directly violates their right to livelihood. As **Kantian ethics** reminds us, people should never be treated as means to an end, but as ends in themselves.

To restore proper functioning, I would:

- Order an immediate audit of all pending and past works.
- Suspend or flag questionable payments until verification is complete.
- Ensure wages are directly transferred into verified accounts of genuine job card holders.
- Strengthen social audits and community participation in monitoring, in line with **Gandhiji's principle of Gram Swaraj**.

(b) Actions to Address Specific Issues

1. **Money not disbursed to actual job-seekers:** Cross-verify job card holders with Aadhaar and bank accounts, and release payments only after field verification.
2. **Muster rolls not maintained:** Digitise muster rolls with biometric attendance to prevent tampering.
3. **Mismatch between work and payments:** Introduce geo-tagging of works and third-party inspections.
4. **Payments to fictitious persons:** Use Aadhaar-based authentication and direct benefit transfer (DBT) to eliminate ghost beneficiaries.
5. **Job cards issued without need assessment:** Conduct Gram Sabha verification to ensure only genuine needy households are registered.
6. **Siphoning of funds:** Involve vigilance committees and conduct regular audits by independent agencies.
7. **Non-existent approved works:** Physical verification and use of satellite imagery to confirm the existence of projects.

(c) How I Would Deal with the Situation

- **Balanced Approach:** Fix accountability of errant officials without discouraging genuine Panchayat functionaries.
- **Disciplinary Action:** Take strict action against those responsible for fraud and misuse of funds.
- **Capacity Building:** Train Gram Panchayat staff in record-keeping, transparency, and financial management.
- **Community Empowerment:**
 - ✓ Conduct regular social audits under MGNREGA.
 - ✓ Use transparency walls in villages for public disclosure.
 - ✓ Organise grievance redressal camps to give workers a voice.

- **Justice as Fairness (Rawls):** Ensure disadvantaged rural labourers receive their rightful benefits.
- **Ethical Leadership:** Lead with integrity and openness, share audit results publicly, and engage civil society to restore trust.

Conclusion

The mismanagement of MGNREGA is not just financial malpractice but a moral betrayal of the poor. With strict monitoring, community participation, and transparency, the scheme can again serve its true aim of empowering rural households with dignity. As **Mahatma Gandhi said**, "*The best way to find yourself is to lose yourself in the service of others.*" my role is to ensure resources reach rightful beneficiaries with justice and compassion.

- Q6. Ashok is Divisional Commissioner of one of the border districts of the North East State. A few years back, Military has taken over the neighbouring country after overthrowing the elected civil government. Civil war situation is prevailing in the country especially in last two years. However, internal situation further deteriorated due to rebel groups taking over control of certain populated areas near own border. Due to intense fight between military and rebel groups, civilian casualties have increased manifold in recent past. In the meantime, in one night Ashok got information from the local police guarding the border check post that there are about 200-250 people mainly women and children trying to cross over to our side of the border. There are also about 10 soldiers with their weapons in military uniform part of this group who wants to cross over. Women and Children are also crying and begging for help. A few of them are injured and bleeding profusely need immediate medical care. Ashok tried to contact Home Secretary of the State but failed to do so due to poor connectivity mainly due to inclement weather.**
- (a) What are the options available with Ashok to cope with the situation?
 - (b) What are the ethical and legal dilemmas being faced by Ashok?
 - (c) Which of the options, do you think would be more appropriate for Ashok to adopt and why?
 - (d) In the present situation, what are the extra precautionary measures to be taken by the Border Guarding Police in dealing with soldiers in uniform?

(250 Words, 20 Marks)

Answer

The case highlights the ethical dilemma faced by **Ashok, Divisional Commissioner** of a border district, who must balance humanitarian responsibility towards fleeing civilians with national security concerns posed by armed soldiers seeking entry amidst a civil war across the border.

Key Stakeholders

Stakeholders	<ul style="list-style-type: none"> ● Divisional Commissioner (Ashok) ● Civilians (women and children) ● Armed soldiers attempting entry ● Local Police / Border Guarding Force ● State Home Secretary / Higher Authorities ● Local Community / Host Population ● Medical Personnel / Health Services providing relief ● Media / Public
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(a) Options Available – Merits and Demerits

Option	Merits	Demerits
1. Allow immediate entry of all civilians and soldiers	Upholds humanitarian duty (Kantian duty ethics); injured receive urgent care; builds trust	Security risk due to armed soldiers May violate protocol Possible political backlash (conflict with consequentialist considerations)

2. Allow only civilians (women and children) and deny entry to armed soldiers	Protects border security (utilitarian principle); addresses immediate humanitarian need	Soldiers may resist Could escalate tension May complicate diplomatic relations
3. Set up temporary border containment (safe zone) until higher orders	Balances humanitarian aid and security (Aristotle's virtue ethics); allows time to coordinate	Delays urgent medical care Logistical/resource challenges Risk of unrest among refugees
4. Seek immediate local police/army assistance for controlled entry and medical aid	Ensures safety and law enforcement; immediate help for injured (Kautilya's Arthashastra—prudent governance)	Limited manpower May require negotiation May escalate if armed soldiers resist
5. Refuse entry until Home Secretary guidance	Avoids breach of protocol; No immediate security risk	Humanitarian crisis worsens Possible loss of life Ethical and public criticism (Gita—Karma Yoga)

(b) Ethical And Legal Dilemmas Being Faced By Ashok

Ethical Dilemmas:

- Humanitarian duty vs security concerns:** Protecting civilians versus the risk posed by armed soldiers (**deontological vs consequentialist conflict**).
- Immediate action vs procedural adherence:** Acting without higher guidance versus risk of personal accountability (**moral courage vs rules**).
- Equity vs prioritization:** Deciding whom to help first- injured civilians, other civilians, or armed soldiers (**fairness and distributive justice**).
- Long-term consequences vs immediate relief:** Providing aid now may affect future border management (**virtue ethics and prudence**).
- Transparency vs discretion:** Disclosing handling of armed soldiers versus managing potential public panic.

Legal Dilemmas:

- Violation of border/security laws** if armed soldiers are allowed entry without authorization.
- Risk of **breaching protocol** under Indian Penal Code, state regulations, or refugee management policies.
- Obligations under **international law or UNHCR guidelines** regarding refugees.

(c) Recommended Option: Option No. 4

Seek **immediate local police/army assistance** to set up **controlled entry** and provide urgent **medical aid**.

Justification:

- Balances humanitarian and security concerns:** Injured civilians are treated promptly, and armed soldiers are monitored.
- Adheres to protocol:** Minimizing personal and administrative liability.
- Practical feasibility:** Uses available local resources effectively, without waiting for higher orders amid poor connectivity.
- Ethical responsibility:** Protects human dignity (reflecting **Rawlsian fairness** and **Kantian duty**) while maintaining public order.
- Minimizes risk of escalation:** Armed personnel are handled safely, preventing potential conflict or law-and-order issues.

(d) Extra Precautionary Measures for Border Guarding Police:

- **Maintain controlled distance and vigilance:** Avoid sudden movements and keep armed personnel under observation.
- **Verify identity carefully:** Cross-check uniforms, weapons, and documentation to distinguish between genuine defectors and potential threats.
- **Segregate from civilians:** Keep armed soldiers separate from women and children to prevent panic or coercion.
- **Establish clear communication channels:** Use calm, authoritative instructions and avoid provoking aggression.
- **Deploy backup/security support:** Ensure additional trained forces are on standby to handle any escalation.
- **Document and report:** Maintain detailed records for accountability and legal compliance.

Conclusion

Ashok's controlled entry approach balances **humanitarian duty** and **security**, ensuring immediate care for civilians while managing armed soldiers safely. Reflecting the **Bhagavad Gita's principle** "**Karmanyे Vadhikaraste Ma Phaleshu Kadachana**" ("*You have the right to perform your prescribed duties, but you are not entitled to the fruits of your actions.*") and **Rigveda's principle of Dharma**, this measured, ethical response upholds law, compassion, and public service, even amid uncertainty.

Q1. There is a technological company named ABC Incorporated which is the second largest worldwide, situated in the Third World. You are the Chief Executive Officer and the majority shareholder of this company. The fast technological improvements have raised worries among environmental activists, regulatory authorities, and the general public over the sustainability of this scenario. You confront substantial issues about the business's environmental footprint. In 2023, your organisation had a significant increase of 48% in greenhouse gas emissions compared to the levels recorded in 2019. The significant rise in energy consumption is mainly due to the surging energy requirements of your data centres, fuelled by the exponential expansion of Artificial Intelligence (AI). AI-powered services need much more computational resources and electrical energy compared to conventional online activities, notwithstanding their notable gains. The technology's proliferation has led to a growing concern over the environmental repercussions, resulting in an increase in warnings. AI models, especially those used in extensive machine learning and data processing, exhibit much greater energy consumption than conventional computer tasks, with an exponential increase. Although there is already a commitment and goal to achieve net zero emissions by 2030, the challenge of lowering emissions seems overwhelming as the integration of AI continues to increase. To achieve this goal, substantial investments in renewable energy use would be necessary. The difficulty is exacerbated by the competitive environment of the technology sector, where rapid innovation is essential for preserving market standing and shareholders' worth. To achieve a balance between innovation, profitability and sustainability, a strategic move is necessary that is in line with both business objectives and ethical obligations.

- (a) What is your immediate response to the challenges posed in the above case.
- (b) Discuss the ethical issues involved in the above case.
- (c) Your company has been identified to be penalised by technological giants. What logical and ethical arguments will you put forth to convince about its necessity.
- (d) Being a conscience being, what measures would you adopt to maintain balance between AI innovation and environmental footprint?

(Answer in 250 words) 20M

Approach

- Discuss immediate response to the challenges posed in the above case.
- Discuss the ethical issues involved in the above case
- Explore logical and ethical arguments which you will put forth to convince about its necessity
- Suggest measures which you would adopt to maintain balance between AI innovation and environmental footprint

Introduction:

As CEO and majority shareholder of ABC Inc., you face ethical concerns as AI-driven growth has led to a **48% rise in emissions since 2019**. Addressing this requires applying utilitarian ethics balancing profitability with sustainability and responsible corporate conduct.

Key Stakeholders Involved and Their Interests

Key Stakeholders	Interests
CEO	As the CEO and a majority shareholder, seeks to ethically balance AI innovation with environmental stewardship to maintain sustainability and profitability.
Company Shareholders and Investors	Shareholders seek profit maximisation alongside CSR and sustainable practices, aligning with ESG principles for long-term value..

Environmental Activists and NGOs	These groups advocate ethical environmental stewardship , demanding emission reductions, corporate accountability , and responsible behaviour based on deontological ethics..
Regulatory Authorities	Focused on enforcing environmental regulations and monitoring compliance , utilising the precautionary principle to ensure companies proactively prevent harm through audits, penalties, and incentives.
Customers and Consumers	Consumers demand sustainable consumption , aligning with utilitarian ethics, and expect companies to adopt eco-friendly business models and ethical products.
Employees and Management	Employees seek organisational justice and deontological ethics in labour practices, expecting fair wages , ethical corporate behaviour, and safe working environments
Local Communities	Communities impacted by the company's operations seek distributive justice and corporate accountability , desiring job creation, environmental conservation, and contributions to local development.
Global National Policymakers	Policymakers prioritise sustainable development , balancing environmental protection and technological progress through legislative frameworks and intergenerational equity .

(a) Immediate Response to the Challenges

- **Comprehensive Energy Audits:** Conducting regular audits aligns with utilitarian ethics by reducing energy use and minimizing carbon emissions for long-term environmental gain.
- **Stakeholder Engagement:** Following stakeholder theory, collaboration with environmental groups and regulators promotes transparency and inclusive ethical decisions.
- **Public Environmental Commitments:** Virtue ethics is reflected in publicly pledging net-zero goals, showing integrity and accountability.
- **Sustainability Task Force:** A cross-functional task force, inspired by systems thinking, ensures a holistic and ethically grounded sustainability strategy.
- **Renewable Energy Investments:** Investing in renewables demonstrates ecocentric ethics and commitment to environmental preservation.
- **Exceeding Environmental Standards:** Going beyond compliance reflects deontological ethics, showcasing leadership and moral responsibility in sustainability.

(b) Ethical Issues Involved

- **Profit vs. Sustainability:** Balancing profit maximization with long-term sustainability reflects corporate social responsibility and ethical stakeholder management.
- **Tech Progress vs. Environment:** Advancing AI while preventing ecological harm aligns with ecocentric ethics and the precautionary principle.
- **Transparency vs. Secrecy:** Virtue ethics demands transparency in environmental impact while preserving proprietary advantages.
- **Short-term Gains vs. Long-term Duty:** The conflict between immediate profits and lasting environmental responsibility reflects the tension between deontological and utilitarian ethics.
- **Energy Use vs. Efficiency:** Rising AI energy demands challenge sustainable use, raising concerns of distributive justice.
E.g : Reducing AI energy consumption ensures fairer resource allocation.

- **Stakeholder Pressure vs. Ethical Leadership:** Ethical leadership requires balancing profit-driven stakeholder expectations with sustainable practices through moral pluralism.

(c) Response to Penalization by Technological Giants

- **Justifying Current Practices:** Ethical relativism supports the company's methods by comparing them with industry norms and ongoing sustainability efforts.
- **Constructive Penalization:** Utilitarian ethics favor penalties that drive overall industry improvement and environmental benefit.
- **Legal Compliance and Ethics:** Adhering to environmental laws and exceeding them aligns with deontological ethics.
E.g: Citing ISO standards to show legal and ethical commitment.
- **Industry-wide Standards:** Advocating universal sustainability norms reflects corporate environmentalism and Rawlsian justice, promoting fair competition.
E.g: Pushing for common ethical benchmarks across the sector.
- **Transparency and Dialogue:** Open communication builds stakeholder trust and moral accountability.
E.g: Hosting forums and engaging with peers on sustainability.
- **Green Technology Investment:** Demonstrating commitment to CSR through strategic, long-term investments in eco-friendly innovation.

(d) Balancing AI Innovation and Environmental Footprint

- **Green AI Innovation:** Developing eco-friendly AI reflects Kantian ethics by treating sustainability as a moral obligation.
- **SDG Alignment:** Aligning AI development with SDGs (e.g., SDG 7 & SDG 9) shows commitment to global environmental ethics.
E.g. AI projects should support clean energy and sustainable infrastructure.
- **Energy-efficient AI R&D:** Investing in energy-efficient AI promotes sustainable innovation and minimizes ecological harm.
- **Carbon Offset Programs:** Initiating offset initiatives upholds the precautionary principle by compensating for emissions.
- **Collaborative Sustainability:** Partnering with NGOs, governments, and peers reinforces collective ethical responsibility and intergenerational justice.
- **Sustainability Education:** Promoting awareness through educational campaigns reflects virtue ethics.

Conclusion:

Addressing the balance between technological advancement and environmental sustainability is crucial for a thriving future. As the **Rig Veda** states, "**Mata Bhumi Putro Aham Prithivyah**" (The Earth is our mother, and we are her children). Going ahead, ABC Inc should remain committed to **sustainable innovation**, ensuring a harmonious relationship with the environment.

Q2. Raman is a senior IPS officer and has recently been posted as D.G. of a state. Among the various issues and problems/challenges which needed his immediate attention, the issue relating to recruitment of unemployed Youth by an unknown terrorist group, was a matter of grave concern.

It was noted that unemployment was relatively high in the state. The problem of unemployment amongst graduates and those with higher education was much more grave. Thus they were vulnerable and soft targets.

In the review meeting taken by him with senior officers of DIG Range and above, it came to light that a new terrorist group has emerged at the global level. It has launched a massive drive to recruit young unemployed people. Special focus was to pick young people from particular communities. The said organisation seemed to have the clear objective of utilising/using them for carrying out militant activities. It was also gathered that the said (new) group is desperately trying to spread its tentacles in his state.

A definite/reliable intelligence tip was received by the State CID and Cyber Cell that a large number of such unemployed youth have already been contacted by the terrorist

outfit/group through social media and local communal organisations and other contacts. The need of the hour was to act swiftly and to check these elements/designs before they assume serious proportions.

Discrete inquiries made by the police, through the Cyber Cell revealed that good numbers of unemployed youth are very active on Facebook, Instagram and Twitter. On average, many of them were spending. 6-8 hours each day, using electronic devices/internet, etc. It also came to light that such unemployed youth were showing sympathy and endorsing messages received from certain persons, allegedly the contact persons of that global terrorist group. Their social media accounts revealed their strong affinity to such groups as many of them started forwarding anti-national tweets on their WhatsApp and Facebook, etc. It seemed that they succumbed to their ploy and started propagating secessionist ideology. Their posts were hyper-critical of the government's initiatives, policies and subscribing to extreme beliefs and promoting extremism.

- What are the options available to Raman to tackle the above situation?
- What measures would you suggest for strengthening the existing set-up to ensure that such groups do not succeed in penetrating and vitiating the atmosphere in the state?
- In the above scenario, what action plan would you advise for enhancing the intelligence gathering mechanism of the police force.

(Answer in 250 words) 20M

Approach

- Discuss options available to Raman to tackle the above situation
- Discuss measures which you would suggest for strengthening the existing set-up to ensure that such groups do not succeed in penetrating and vitiating the atmosphere in the state
- Suggest action plan which you would advise for enhancing the intelligence gathering mechanism of the police force

Answer

Introduction:

Raman, a senior IPS officer, must balance **utilitarian ethics** (public safety) with **deontological ethics** (individual rights). Tackling youth unemployment and radicalization, he focuses on **distributive justice** to ensure fair opportunities and **procedural justice** to uphold lawful, equitable policing.

Body:

Key Stakeholders Involved and Their Interests

Key Stakeholders	Interests
State Government	Focused on social contract theory , maintaining law and order to ensure public safety and a stable environment for economic development .
Local Communities	Interested in preventing stigmatisation and enhancing collective efficacy through community engagement while ensuring safety from radicalization threats.
Law Enforcement Agencies	Apply just war theory and proportionality doctrine to neutralise threats while balancing ethical policing and public peace .
Youth and Educational Institutions	Focused on strain theory to prevent radical influences, promoting moral development and a psychologically safe learning environment .

Social Media Platforms	Interested in adhering to digital ethics and corporate social responsibility by regulating content , preventing illegal activity on their platforms and maintaining viewer engagement and profit generation .
NGOs and Civil Society Organizations	Apply virtue ethics and human rights doctrines to balance counter-terrorism with protecting individual liberties and preventing radicalization .
Judiciary	Ensures counter-terrorism measures align with constitutional morality , rule of law , and the Puttaswamy Judgment on privacy rights and human dignity.

a. Options Available to Raman to Tackle the Situation

- **Strengthening Cyber Surveillance:** Upgrade Cyber Cell with ethical hacking and surveillance ethics to intercept terror communication on platforms like Telegram.
E.g. Targeted Telegram surveillance has helped prevent real-time attacks.
- **Community Policing Initiatives:** Engage community leaders in policing based on ethics of care, social contract theory, and procedural justice to build trust and counter radicalization.
E.g. National Police Commission Reports stress trust-building via community policing.
- **Counter-Radicalization Workshops:** Use cognitive-behavioural therapy (CBT) in workshops to challenge extremist beliefs and prevent radicalization.
- **Legal Enforcement with National Coordination:** Apply UAPA under just war theory and proportionality to ensure legal, ethical counterterrorism actions.
- **Promotion of Employment Opportunities:** Create jobs to meet security and self-actualization needs, reducing appeal of extremist ideologies.
E.g. Kerala's State Youth Welfare Board offers employment programs to at-risk youth.

b. Measures to Strengthen the Existing Setup

- **Robust Legal Framework:** Amending state laws through preventive justice allows preemptive action against radicalization, balancing public safety with a utilitarian legal approach, inspired by POTA guidelines.
- **Inter-Agency Collaboration:** Creating a task force linking CID, Cyber Cell, and intelligence agencies using systems theory promotes integrated efforts and reduces silos.
E.g. Delhi Police's Special Cell enhances intelligence sharing to boost national security.
- **Enhanced Training for Law Enforcement:** Training based on ethical policing and virtue ethics, developed with the Bureau of Police Research and Development, prepares officers to address radicalization while protecting civil liberties.
- **Community Outreach Programs:** Engaging community leaders through communitarian ethics and stakeholder theory fosters inclusive dialogue and shared responsibility.
E.g. Kashmir's community policing model prevents extremism via law enforcement-community cooperation.
- **Social Media Regulations and Monitoring:** Partnering with IT firms to regulate extremist content using digital and deontological ethics ensures responsible tech use, drawing on EU's GDPR framework.

c. Action Plan to Enhance Intelligence Gathering

- **Integration of Technology in Intelligence:** Using AI, predictive policing, and Big Data to detect recruitment patterns enables proactive counter-terrorism aligned with technological determinism.
- **Human Intelligence Network:** Building HUMINT with distributive justice protects and rewards informants while maintaining anonymity.

E.g: Kashmir's HUMINT has been vital in preventing terror attacks through local intelligence.

- **Regular Training and Workshops:** Scenario-based and ethical leadership training keeps police updated on threats and intelligence ethics.
- **Data Analytics Units:** Specialized units use data triangulation and predictive analytics to identify radicalization trends.
- **E.g:** NATGRID consolidates government data to monitor terror activities.

Conclusion:

Raman's strategy must ensure a balance between **national security** and the protection of **individual rights**, fostering trust and social harmony. As it is said, "**Security must be ensured, but never at the cost of justice.**" A comprehensive approach addressing both radicalization and socio-economic disparities will ensure **long-term peace** and **stability**.

- Q3. With the multi-pronged strategy of the Central and State Governments especially in the last few years, the naxalite problem has been resolved to a large extent in the affected states of the country. However, there are a few pockets in certain states where the naxalite problem still persists, mainly due to involvement of foreign countries. Rohit is posted as SP (Special Operations) for the last one year, in one of the districts which is still affected by the naxalite problem. The district administration has taken a lot of developmental works in the recent past in the naxalite affected areas to win the hearts and minds of the people. Over a period of time, Rohit has established an excellent intelligence network to get the real time information regarding the movement of naxalite cadres. To instil confidence in the public and have moral ascendancy over the naxalites, a number of cordons and search operations are being conducted by the police. Rohit, who himself was leading one of the contingents, got a message through his intelligence source that about ten hard core naxalites were hiding in a particular village with sophisticated weapons. Without wasting any time, Rohit reached the target village with his team and laid out a foolproof cordon and started carrying out a systematic search. During the search, his team managed to overpower all the naxalites along with their automatic weapons. However, in the meantime, more than five hundred tribal women surrounded the village and started marching towards the target house, as they are their protectors and saviours. The situation on the ground was becoming very critical as the tribal women were extremely agitated and aggressive. Rohit tried to contact his superior officer, IG (Special Operations) of the state on the radio set and on mobile phone, but failed to do so due to poor connectivity. Rohit was in great dilemma since out of the naxalites apprehended two were not only hard core top insurgents with prize money of ten lakhs on their heads, but were also involved in a recent ambush on the security forces. However, if he did not release the naxalites, the situation could get out of control since the tribal women were aggressively charging towards them. In that case, to control the situation Rohit might have to resort to firing which may lead to valuable loss of lives of civilians and would further complicate the situation.**
- What are the options available with Rohit to cope with the situation?**
 - What are the ethical dilemmas being faced by Rohit?**
 - Which of the options, do you think, would be more appropriate for Rohit to adopt and why?**
 - In the present situation, what are the extra precautionary measures to be taken by the police in dealing with women protesters?**

(Answer in 250 words) 20M

Approach

- Discuss options available with Rohit to cope with the situation
- Discuss ethical dilemmas being faced by Rohit
- Suggest most appropriate option for Rohit to adopt and why
- Explore extra precautionary measures to be taken by the police in dealing with women protesters

Answer

Introduction:

Despite strong Central and State collaboration to curb **Naxalism**, some regions still face insurgency. Rohit, Superintendent of Police for Special Operations, faces an ethical dilemma: balancing utilitarian **law-and-order goals** with **deontological duties** to protect tribal communities' rights and safety.

Boby:

Key Stakeholders and Their Interests

Key Stakeholders	Interests
Rohit (SP - Special Operations)	Ensuring the capture and prosecution of hardcore naxalites while maintaining law and order, and preventing civilian casualties.
Tribal Women	Protecting naxalites , whom they consider as their protectors and saviours, while preserving their community's safety and avoiding violence.
Naxalites	Avoiding capture and prosecution ; maintaining influence over local populations and continuing their insurgency.
District Administration	Ensuring the success of developmental initiatives aimed at winning the hearts and minds of the local population, and maintaining peace in the region.
State Police and Security Forces	Neutralising naxalite threats while preventing any escalations that could harm civilians or worsen the situation.
Intelligence Network	Providing accurate, real-time information on naxalite movements to help the security forces achieve their objectives.
Local Tribal Population	Seeking safety and development , while caught between supporting naxalites and benefiting from government development programs.
Higher Authorities (IG, State Govt)	Preserving law and order , while upholding the state's counter-insurgency policies and preventing the spread of naxalite influence.
National Government	Safeguarding national security , eradicating naxalite threats, and supporting local law enforcement initiatives to maintain regional stability.
Media and Civil Society	Monitoring the situation to report on human rights , government actions, and any potential harm to civilians, while influencing public opinion.

Options Available to Rohit to Cope with the Situation

- **Releasing the Naxalites:** Rohit could release insurgents to calm the crowd, preventing civilian casualties but compromising justice and enabling escape.
- **Retreat and Regroup:** Ordering a full retreat avoids civilian harm but risks renewed insurgency.
- **Negotiation and Dialogue (Non-Violence):** Initiating dialogue with tribal women reflects Gandhian non-violence and Interest-Based Negotiation to de-escalate tensions. **E.g:** Rohit can find common ground with tribal women for peaceful resolution.

- **Use of Non-Lethal Tactics (Proportionality):** Employing tear gas or water cannons ensures minimal force, escalating only if necessary.
- **Request Reinforcements (Contingency Planning):** Using alternative communication to call reinforcements shows preparedness and moral duty to protect personnel.
- **Safe Passage (Ethics of Care):** Facilitating controlled retreat prioritizes the well-being of civilians and officers.
E.g: Rohit can create safe corridors to relocate detainees and forces without harm.
- **Transparency of Action (Doctrine of Double Effect):** Clear communication justifies actions with harmful side effects if intent is ethical.
E.g: Rohit can use community liaisons to explain detentions and reduce misunderstandings.

Ethical Dilemmas Faced by Rohit

- **Protection vs. Aggression (Utilitarian Ethics):** Rohit must balance law and order with minimizing civilian harm, prioritizing the greater good while preventing individual suffering.
- **Justice vs. Peace (Conflict of Duties):** He faces a dilemma between detaining insurgents for justice and maintaining peace among the crowd.
- **Authority vs. Compassion (Virtue Ethics):** Balancing authority with empathy highlights the need for moral character and understanding.
E.g: Rohit must combine enforcement with Aristotelian compassion toward tribal women's concerns.
- **Duty vs. Morality (Moral Absolutism vs. Moral Relativism):** His duty to detain criminals may conflict with the moral need to prevent civilian harm, reflecting tension between fixed duty and contextual ethics.
- **Transparency vs. Operational Security (Ethical Egoism):** Balancing openness with security risks pits the need for success against the public's right to know.
- **Compliance vs. Pragmatism (Pragmatic Ethics):** Rohit must decide between strict legal adherence and practical flexibility in volatile situations.
- **Individual Rights vs. Collective Safety (Communitarian Ethics):** He must weigh detainees' rights against the community's safety, prioritizing collective well-being over individuals.

Most Appropriate Option for Rohit: Engaging in Dialogue and Negotiation with Reinforcements and Safe Passage

- Rohit should combine dialogue with tribal leaders, **request reinforcements**, and **ensure safe passage** for detainees, aligning with **Restorative Justice** by balancing peace-building and law enforcement.
- This approach aligns with the **National Police Commission's** advocacy for **community engagement** and **dialogue-based conflict resolution**, prioritising the well-being of all stakeholders while maintaining law enforcement's integrity.
- Rohit should **engage tribal elders**, explain the **need for the detention**, and ensure safe passage for detainees, with reinforcements as backup. This approach promotes a **peaceful resolution**, aligning with restorative justice and preventing loss of life.

Precautionary Measures in Dealing with Women Protesters

- **Sensitivity Training (Cognitive Behavioral Approach):** Officers should be trained using CBA to understand and respect gender-specific concerns, preventing escalation.
- **Female Police Involvement:** Deploying female officers helps reduce psychological distance with protesting women.
E.g: Female officers can build trust and de-escalate tensions with tribal women.
- **Cultural Awareness:** Cultural competence in handling protests respects tribal identity and reduces tension.
E.g: Rohit's team should engage respectfully, honoring tribal customs and traditions.
- **Minimal Force Use (Least Harm Principle):** Apply minimal force to prioritize non-violence and de-escalation.
- **Clear Communication (Active Listening):** Active listening helps reduce misunderstandings and shows willingness to engage.

E.g: Using interpreters who practice active listening can build trust with the tribal women.

Conclusion:

In resolving such complex crises, Rohit's approach of balancing ethical policing with community engagement fosters trust and upholds democratic values. As the **Bhagavad Gita** teaches, "**yato dharmas tato jayah**" (Where there is righteousness, there is victory), emphasising the power of justice and ethical action in achieving long-term peace.

Q4. Sneha is a Senior Manager working for a big reputed hospital chain in a mid-sized city. She has been made in-charge of the new super speciality centre that the hospital is building with state-of-the art equipment and world class medical facilities. The building has been reconstructed and she is starting the process of procurement for various equipment and machines. As the head of the committee responsible for procurement, she has invited bids from all the interested reputed vendors dealing in medical equipment. She notices that her brother, who is a well-known supplier in this domain, has also sent his expression of interest. Since the hospital is privately owned, it is not mandatory for her to select only the lower bidder. Also, she is aware that her brother's company has been facing some financial difficulties and a big supply order will help him recover. At the same time, allocating the contract to her brother might bring charges of favouritism against her and tarnish her image. The hospital management trusts her fully and would support any decision of hers.

- (a) **What should be Sneha's course of action?**
- (b) **How would she justify what she chooses to do?**
- (c) **In this case, how is medical ethics compromised with vested personal interest?**

(Answer in 250 words) 20M

Approach

- Discuss options available with Rohit to cope with the situation
- Discuss ethical dilemmas being faced by Rohit
- Suggest more appropriate options for Rohit to adopt and why
- Explore extra precautionary measures to be taken by the police in dealing with women protesters

Answer:

Introduction:

Sneha, Senior Manager at a super-specialty centre, faces an ethical dilemma involving nepotism, favoritism, and conflict of interest in procurement. Her commitment to **integrity**, **transparency**, and **accountability** will impact her credibility and the hospital's reputation.

Body:

Key Stakeholders Involved and Their Interests

Key Stakeholders	Interests
Patients and Their Families	Expecting beneficence and non-maleficence from the hospital, prioritising high-quality care and patient safety without conflicts of interest.
Hospital Management and Board Members	Concerned with organisational integrity , fiduciary responsibility , and corporate governance to maintain the hospital's reputation , operational efficiency, and long-term sustainability.
Suppliers and Vendors	Demanding distributive justice and procedural fairness in procurement, ensuring an unbiased and transparent bidding process for competitive opportunities.

Hospital Employees and Medical Staff	Interested in organisational justice , ethical decision-making, and maintaining the hospital's image as a fair and trustworthy employer.
Legal Authorities	Focused on enforcing compliance with business ethics and regulatory standards to ensure legal and procedural adherence.
Local Community and Society	Expecting social justice and the hospital's role as an ethical healthcare provider , prioritising public health and community well-being .
Media	Interested in reputational ethics and transparency , potentially exposing ethical breaches or conflict of interest , affecting public perception.

1. Sneha's Course of Action

- **Recusing Herself from Decision-Making:** Applying the Doctrine of Conflict of Interest and deontological ethics, Sneha must recuse herself to ensure impartiality.
E.g: Her recusal follows CVC guidelines requiring disclosure of conflicts to uphold procurement integrity.
- **Forming an Independent Review Panel:** Procedural justice supports an independent panel to ensure fairness and reduce bias.
E.g: An independent committee prevents perceived favoritism, selecting the best bid on merit.
- **Transparent Disclosure:** Ethical transparency requires Sneha to disclose personal conflicts, maintaining trust and accountability.
- **Ensuring Compliance with Hospital Policies:** Normative ethics emphasizes following institutional procurement policies to fulfill moral obligations.
- **Seeking Legal Counsel:** Deontological duty guides Sneha to consult legal experts for regulatory compliance
- **Maintaining Vendor Neutrality:** Utilitarian ethics encourages a fair, competitive process maximizing overall benefit to the hospital.
- **Ethical Training and Development:** Virtue ethics supports regular ethics training to build integrity and prevent future dilemmas.

Ways to Justify What She Chooses to Do

- **Adherence to Ethical Principles:** Kantian deontology supports Sneha's recusal by emphasising universal duties like fairness and impartiality, regardless of personal ties.
- **Protecting the Hospital's Reputation:** Reputational ethics and stakeholder theory stress avoiding actions that appear nepotistic, protecting both personal and hospital reputations.
- **Compliance with Legal and Ethical Standards:** Teleological ethics prioritises outcomes; complying with laws and ethics prevents legal and reputational risks.
- **Prioritising Patient Care:** The principle of beneficence justifies actions aimed at selecting the best equipment for optimal patient outcomes.
- **Transparency and Accountability:** Corporate governance demands open disclosure of conflicts to promote trust and reduce perceptions of bias.
- **Role Model Behaviour:** Demonstrating integrity, Sneha sets a standard for ethical leadership.
- **Long-term Sustainability:** Virtue ethics advocates consistent ethical behaviour to build lasting trust and institutional credibility.

Ways in which Medical Ethics Compromised with Vested Personal Interest

- **Conflict of Interest:** Sneha's personal connection to her brother's firm creates a conflict of interest, which ethical egoism warns may prioritise personal gain over hospital needs, compromising moral objectivity.

- **Compromise on Quality:** Choosing her brother's firm risks substandard equipment, violating non-maleficence by potentially harming patients.
- **Loss of Trust:** Perceived conflicts of interest can erode stakeholder confidence, causing doubts about the hospital's decision-making integrity.
- **Unfair Business Practices:** Distributive justice demands equal consideration for all vendors; favouring family creates unfairness and limits competition.
- **Risk of Legal Repercussions:** Breaching procurement ethics exposes the hospital to legal challenges from competing vendors.
- **Impact on Staff Morale:** Nepotism can demotivate employees, lowering morale and productivity due to perceived organisational unfairness.

Conclusion:

In navigating this ethical dilemma, Sneha's commitment to **integrity, transparency, and ethical leadership** will reinforce the hospital's reputation and inspire future decisions. As **Albert Einstein** said, "**Whoever is careless with the truth in small matters cannot be trusted with important matters.**"

- Q.5. With the summer heat being exceptionally severe this year, the district has been facing severe water shortage. The District Collector has been mobilising his subordinate officials to conserve the remaining water reserves to prevent the district from plunging into an acute drinking water crisis. Along with an awareness campaign for conserving water, strict measures have been taken for stopping the over-exploitation of ground-water. Vigilance teams have been deployed to tour the villages and find the farmers who are drawing water from deep borewells or from the river reservoir for irrigation. The farmers are agitated by such action. A delegation of farmers meets the District Collector with their issues and complains that while they are not being allowed to irrigate their crops, big industries located near the river are drawing huge amounts of water through deep borewells for their industrial processes. The farmers allege that their administration is anti-farmer and corrupt, being bribed by the industry. The district needs to placate the farmers as they are threatening to go on a prolonged protest. At the same time, the District Collector has to deal with the water crisis. The industry cannot be closed as this would result in a large number of workers being unemployed.**
- (a) Discuss all options available to the District Collector as a District Magistrate.**
 - (b) What suitable actions can be taken in view of mutually compatible interests of the stakeholders?**
 - (c) What are the potential administrative and ethical dilemmas for the District Collector?**

(Answer in 250 words) 20M

Approach

- Discuss all options available to the District Collector as a District Magistrate
- Suggest suitable actions which can be taken in view of mutually compatible interests of the stakeholders
- Explore potential administrative and ethical dilemmas for the District Collector

The severe summer water crisis challenges the District Collector to ensure fair distribution among farmers, industries, and the community. Guided by **Rawls' Theory of Justice** and the Public Trust Doctrine, the Collector must balance fairness, sustainability, and legal duties.

Key Stakeholders Involved and Their Interests

Key Stakeholders	Interests
District Collector	Ensuring equitable water distribution , maintaining law and order, addressing the water crisis, and preventing a prolonged protest by farmers.

Workers employed in Industry	Job security and continuous operation of industries, ensuring that their livelihoods are not endangered due to water restrictions or shutdowns.
Local Farmers	Require water for irrigation, relying on distributive justice to ensure equitable resource allocation and support during crises.
Industrial Entities	Depend on water for production, guided by utilitarian principles to balance economic growth with resource sustainability and employment.
Local Government	Apply Rawlsian fairness in managing resources efficiently, aiming to prevent conflicts and ensure overall societal welfare.
Local Communities and Residents	Prioritise basic human rights for access to clean drinking water, emphasising equity and sustainable resource management .
Vigilance Teams	Monitoring and enforcing water conservation rules , ensuring compliance by farmers and industries, and preventing illegal water extraction.
Environmental Groups	Advocate for ecological justice , focusing on sustainable water usage and long-term protection of local ecosystems and biodiversity.

Options Available to the District Collector as a District Magistrate

1. Option 1:

- **Implement stricter penalties for industrial violations:** Introduce penalties for industries that are found to be over-extracting water, directly addressing farmers' claims of unfair treatment.
- **Investigate Allegations:** Conduct an independent inquiry into the farmers' claims of corruption, ensuring transparency and rebuilding trust within the community.
- **Prioritise irrigation for farmers:** Implement regulations that allow farmers to draw water for irrigation while suspending industrial water extraction from deep borewells near the river.
- **Emergency Relief Measures:** Implement immediate relief measures such as providing temporary water supply through tankers or subsidies to affected farmers during the crisis.

2. Option 2:

- **Ignoring Farmer Concerns:** Dismiss the farmers' complaints as unfounded, leading to increased tensions and a potential escalation of protests against the administration.
- **Favouring Industries:** Show preferential treatment to industries by allowing excessive water extraction without regulation, leading to further resentment among farmers and worsening the water crisis.
- **Heavy-handed Enforcement:** Deploy strict enforcement measures against farmers, such as fines or legal action for water usage, which could escalate conflicts and result in protests.
- **Neglecting Long-term Solutions:** Focus solely on immediate crisis management without implementing sustainable water management practices, risking future water shortages and ongoing conflicts between stakeholders.

3. Option 3: Middle Path

- **Inclusive Stakeholder Meetings:** Organise regular meetings that include farmers, industry representatives, and local officials to foster open dialogue. This helps build trust and ensures that all voices are heard in decision-making.

- **Regulated Water Usage Framework:** Develop a fair water allocation framework that allows both farmers and industries to draw water based on current availability. Implement a tiered system where essential needs, such as drinking water and irrigation for food crops, are prioritised.
- **Transparency in Monitoring:** Establish transparent monitoring mechanisms for water usage by both farmers and industries. This could include regular audits and reports to the community, ensuring accountability and building public trust.
- **Joint Water Conservation Initiatives:** Promote joint initiatives for water conservation, such as community-led projects to enhance rainwater harvesting or the construction of check dams. This fosters collaboration and shared responsibility.
- **Flexible Compliance Measures:** Introduce flexible compliance measures for farmers that encourage sustainable practices without imposing strict penalties. For example, offer incentives for farmers who adopt water-efficient irrigation methods.
- **Public Awareness Campaigns:** Launch campaigns that educate both farmers and industries about the importance of sustainable water practices, fostering a collective understanding of the crisis and the need for cooperation.
- **Contingency Plans:** Develop contingency plans that outline actions to be taken during water shortages, ensuring that both farmers and industries understand their roles and responsibilities during crises.

Suitable Actions for Mutually Compatible Interests of the Stakeholders:

- **Equitable Water Allocation:** Employing **distributive justice theory**, developing a **transparent water allocation framework** ensures that water is distributed based on **need** and **equity**, rather than power or economic standing.
- **Infrastructure Upgrades:** Upgrading water infrastructure improves overall **efficiency**, reducing losses and ensuring a more balanced distribution of resources across stakeholders.
- **Incentivize Conservation:** Using **nudge theory**, offering incentives for water-efficient practices encourages voluntary adoption by farmers and industries, promoting **sustainable water use** without coercion.
For example: Subsidies for solar-powered pumps under the **KUSUM scheme** serve as nudges that push farmers towards adopting **water-saving technology**.
- **Judicious Enforcement:** The **fair process effect** suggests that stakeholders are more likely to comply with regulations when they perceive enforcement as **transparent** and **fair**.
- **Stakeholder Dialogue:** Using the **deliberative democracy model**, facilitating **open dialogue** between all stakeholders ensures that decisions about water allocation are made through **consensus**, enhancing trust and legitimacy in governance.
- **Monitoring and Evaluation:** A **cybernetic** monitoring system collects **real-time water usage** data, helping the administration adjust policies efficiently.
For example: The District Collector could deploy **IoT sensors** and **satellite imaging** to monitor water usage in the district, providing continuous feedback on resource allocation.
- **Conflict Resolution Mechanisms:** Leveraging **conflict management theory**, setting up local **conflict resolution committees** can preemptively address disputes, ensuring that conflicts over water are resolved before escalating into larger crises.

Potential Administrative and Ethical Dilemmas for the District Collector:

- **Dilemma of Resource Allocation:** The **ethics of care** prioritises vulnerable rural populations' access to drinking water over industrial interests, posing a challenge in balancing immediate needs with **long-term sustainability**.
- **Corruption Allegations:** Transparency in **decision-making** upholds **virtue ethics**, maintaining integrity and public trust by preventing undue influence in water allocation.
For instance: Accusations of **favouritism** in allocating water resources can be **mitigated** by transparent procedures and public audits.
- **Legal vs Ethical Obligations:** **Rawlsian justice** may conflict with legalistic frameworks when laws fail to ensure ethical fairness, particularly in resource-scarce contexts that disadvantage the marginalised.

For example: Legally restricting water for irrigation may create **ethical dilemmas** if it disproportionately affects small-scale farmers, prompting the District Collector to seek a balance.

- **Public vs Private Interests: Utilitarianism and Kantian ethics** conflict when balancing economic gains with the public's right to water. The District Collector must weigh both to serve the greater good.
 - **Transparency vs Confidentiality:** Maintaining **confidentiality**, particularly regarding sensitive industrial data, is necessary to prevent **competitive disadvantages**. **For instance:** The District Collector must ensure **transparency** in public water allocations while keeping proprietary information confidential for industries.
 - **Equity vs Efficiency:** **Pareto efficiency** and **distributive justice** often conflict in water distribution, as efficiency may favour industries over equitable access for marginalised communities.
- For example:** Ensuring water efficiency for industrial use may reduce overall consumption, but could lead to **inequity** if it denies farmers sufficient resources for irrigation.

Conclusion:

To ensure long-term water sustainability, the **District Collector** must adopt a **proactive** and **inclusive approach**, furthering **resilience** and **cooperation** among all stakeholders. As the shloka says, "**Sarve Bhavantu Sukhinah**" (May all be happy), prioritising **equitable** resource management will create a balanced, prosperous future for the district.

- Q6.** Dr. Srinivasan is a senior scientist working for a reputed biotechnology company known for its cutting-edge research in pharmaceuticals. Dr. Srinivasan is heading a research team working on a new drug aimed at treating a rapidly spreading variant of a new viral infectious disease. The disease has been rapidly spreading across the world and the cases reported in the country are increasing. There is huge pressure on Dr. Srinivasan's team to expedite the trials for the drug as there is a significant market for it, and the company wants to get the first-mover advantage in the market. During a team meeting, some senior team members suggest some shortcut for expediting the clinical trials for the drug and for getting the requisite approvals. These include manipulating data to exclude some negative outcomes and selectively reporting positive results, forego the process of informed consent and using compounds already patented by a rival company, rather than developing one's own component. Dr. Srinivasan is not comfortable taking such shortcuts, at the same time he realises meeting the targets is impossible without using these means.
- What would you do in such a situation?
 - Examine your options and consequences in the light of the ethical questions involved.
 - How can data ethics and drug ethics save humanity at large in such a scenario?

(Answer in 250 words) 20M

Approach

- Discuss what one must do in such a situation
- Examine options and their consequences in the light of the ethical questions involved
- Analyse how data ethics and drug ethics save humanity at large in such a scenario

Answer

Introduction:

Dr. Srinivasan faces an ethical dilemma in rapidly developing a drug for a viral outbreak, balancing utilitarian goals of maximizing public benefit with **deontological adherence** to ethical rules, while upholding beneficence, non-maleficence, and autonomy in research.

Body:

Key Stakeholders Involved and Their Interests

Key Stakeholders	Interests

Dr. Srinivasan and Research Team	Upholding professional integrity and adhering to deontological ethics is vital for career sustainability and maintaining trust in the scientific community .
Biotechnology Company	Balancing fiduciary responsibility to shareholders with ethical obligations to comply with regulatory standards and ensure sustainable, responsible growth.
Patients and Public	Concerned with the utilitarian principle , ensuring the greatest good through drug efficacy , safety, and ethical clinical trial procedures.
Regulatory Authorities	Enforcing adherence to normative ethical standards and regulations, ensuring that clinical trials meet safety, ethical, and compliance requirements.
Scientific and Medical Community	Reliant on the principle of veracity and data integrity for making informed decisions and guiding evidence-based medicine and future research.
Healthcare Providers	Require accurate clinical data for ethical, informed decision-making aligned with the beneficence principle to ensure patient safety and treatment efficacy.
Ethical Watchdogs and NGOs	Monitor adherence to deontological and consequentialist ethics , ensuring no violations occur, protecting human rights and ensuring distributive justice .

What would you do in such a situation?

- **Upholding Ethical Standards:** As a scientist, I should prioritise **ethical integrity** over commercial pressure. Manipulating data, bypassing **informed consent**, and infringing on patents are unethical and could severely affect public health and legal accountability.
- **Patient Safety and Public Trust:** The goal of pharmaceutical research is **patient safety** and well-being. Shortcuts risk harmful or ineffective drugs, endangering lives and **eroding trust** in science and healthcare.
- **Legal and Professional Consequences:** Engaging in unethical practices like using patented compounds or manipulating clinical trial data can result in **legal issues**, **professional discredit**, and **reputational damage** for both me and the company. Compliance with legal and regulatory standards is essential.
- **Open Communication and Seeking Alternatives:** I would communicate my concerns to senior management about the risks of unethical practices and propose **ethical alternatives**, like seeking other funding or collaborating with external agencies for transparent trials.
- **Moral Responsibility as a Leader:** As team leader, I must promote an ethical work culture by resisting shortcuts, protecting **research integrity**, and setting a precedent for my team and future scientists.

Options and subsequent consequences in the light of the ethical questions involved:

Option 1: Follow the Suggested Shortcuts, i.e. Manipulate data, bypass informed consent, and use patented compounds.

Consequences:

- **Ethical Violation:** This option fundamentally violates ethical principles such as honesty, transparency, and respect for patient rights. Manipulating data would lead to distorted research results, **potentially risking patients**.
- **Legal Repercussions:** Using patented compounds without permission violates intellectual property laws, exposing both myself and the company to lawsuits.

- **Loss of Trust:** If unethical practices are revealed, public trust in scientific research and healthcare could be eroded, leading to long-term damage to my reputation and the company's credibility.
- **Short-term Gain:** Although the company might gain a **first-mover advantage** in the market, any future revelations of unethical behaviour could lead to **major financial and reputational loss**.

Option 2: Uphold Ethical Research Standards (Resist the pressure to take shortcuts and continue with rigorous clinical trials, respecting informed consent and patent laws).

Consequences:

- **Ethical Integrity:** Upholding ethical standards would align with my responsibility to provide reliable and safe scientific outcomes, ensuring that **patient safety** is **prioritised** over profits.
- **Potential Delays:** This option could lead to delays in drug approval, which might frustrate the company's market aspirations.
- **Maintaining Legal and Professional Standards:** I respect laws regarding informed consent and intellectual property to safeguard myself and the company from legal disputes and ensure compliance with industry regulations.
- **Building Long-term Trust:** In the long run, the company will benefit from public trust, as adhering to ethical standards enhances the organisation's credibility and reputation in the **pharmaceutical industry**.
- **Moral Fulfilment:** I would maintain my personal and professional integrity, knowing I made decisions based on ethical principles, which is crucial for personal and professional satisfaction.

Option 3: Seek Ethical Compromise or Extensions (Openly **communicate** with senior management and suggest alternatives, such as **requesting more time** or seeking partnerships to **speed up trials** without compromising ethics).

Consequences:

- **Ethical Accountability:** By presenting the risks of unethical shortcuts and proposing alternative solutions, I uphold ethical integrity while demonstrating leadership.
- **Maintaining Transparency:** This option fosters an open dialogue, encouraging others in the company to value ethics alongside commercial goals.
- **Risk of Pushback:** Senior management may still pressure you to compromise, which may create friction or delay decision-making. However, it also allows you to explore paths that could align with ethical and business goals.

Data Ethics: How It Saves Humanity in Pharmaceutical Research

- **Transparency in Data Reporting:** Principle of Veracity demands **honest** and **transparent data** reporting, which ensures the medical community can trust research findings, promoting better **patient outcomes** and **ethical decision-making**.
- **Protection of Participant Privacy:** Respect for Persons requires that participants' data is protected to uphold their **dignity** and **privacy**, aligning with legal and ethical standards such as **GDPR**.
For example: Adhering to **GDPR** safeguards the dignity of trial participants, aligning with the ethical principle of **Respect for Persons**.
- **Ensuring Data Integrity:** Teleological Ethics emphasises the importance of maintaining **data integrity** to achieve long-term benefits for society, ensuring research outcomes are reliable and ethical.

Drug Ethics: How It Saves Humanity in Pharmaceutical Research

- **Informed Consent:** Autonomy Principle emphasises the importance of **informed consent**, ensuring that participants voluntarily agree to trial conditions with full understanding of the risks and benefits.
- **Prioritising Patient Safety:** The **patient safety** is always prioritised, ensuring that drug trials minimise harm and maximise potential benefits.
- **Equitable Access to Medicines:** Distributive Justice requires that **medicines** are fairly distributed across all **social groups**, ensuring equal access to life-saving treatments regardless of socioeconomic status.

- **Addressing Conflicts of Interest:** Managing **conflicts of interest** ensures that **public health** remains the priority, preventing profit motives from influencing **research outcomes**.

Conclusion:

In navigating these ethical challenges, Dr. Srinivasan's commitment to **integrity** underscores the timeless wisdom of "**Satyameva Jayate**" (Truth alone triumphs). Upholding **ethical standards** not only ensures **safe** and **effective treatments** but also strengthens **trust** in scientific endeavours, which is crucial for **public health** advancement and **societal well-being**.

2023

- Q1.** You are working as an executive in a nationalised bank for several years. One day one of your close colleagues tells you that her father is suffering from heart disease and needs surgery immediately to survive. She also tells you that she has no insurance and the operation will cost about 10 lakh. You are also aware of the fact that her husband is no more and that she is from a lower middle class family. You are empathetic about her situation. However, apart from expressing your sympathy, you do not have the resources to fund her. A few weeks later, you ask her about the well-being of her father and she informs you about his successful surgery and that he is recovering. She then confides in you that the bank manager was kind enough to facilitate the release of 10 lakh from a dormant account of someone to pay for the operation with a promise that it should be confidential and be repaid at the earliest. She has already started paying it back and will continue to do so until it is all returned.
- **What are the ethical issues involved?**
 - **Evaluate the behaviour of the bank manager from an ethical point of view.**
 - **How would you react to the situation?**

Ans:

The presented case study sheds light on a critical ethical scenario intertwined with a life-and-death situation. It centers on a colleague grappling with the dire circumstances of her father's life-threatening health condition, necessitating a costly surgical procedure. Amidst the urgency of the situation and the assistance offered, this case brings ethical principles such as **integrity, compassion, confidentiality, financial prudence, and legal considerations** to the forefront of the discussion.

Stakeholders Involved:

- **My Colleague:** She is the central figure facing the life-threatening health crisis of her father and grappling with the financial burden.
- **Her Father:** He is the patient in dire need of the heart surgery for survival.
- **The Bank Manager:** The manager plays a key role in facilitating the release of funds from a dormant account for the surgery and insists on confidentiality.
- **The Unknown Account Holder:** The dormant account holder's funds are being utilized for the surgery without their knowledge or consent.
- **Me (Executive of the Bank and Witness):** As an executive in the bank and a witness to the situation, I am directly involved and face ethical dilemmas.
- **Medical Professionals:** They are responsible for conducting the surgery and providing healthcare.
- **The Bank as an Institution:** The bank itself is implicated in the scenario since one of its employees, the bank manager, has played a significant role in the transaction involving a dormant account.

Ethical Issues Involved:

- **Professional Integrity:** The apparent breach of professional integrity by both the bank manager and colleague raises ethical concerns regarding their adherence to the bank's policies and principles.
- **Appropriate Use of Power and Resources:** The bank manager's decision to utilize bank resources for personal reasons, albeit for a **humanitarian cause**, prompts ethical questions about the responsible use of power and resources.

- **Confidentiality and Privacy:** The bank manager's decision to release funds from a dormant account without the account holder's knowledge **raises concerns about confidentiality** and privacy, potentially violating the account holder's rights.
- **Moral Obligation:** The moral obligation to assist someone in dire need is evident in the colleague's request for assistance and the bank manager's decision to facilitate it.
- **Compassion and Empathy:** Compassion and empathy demonstrated by the bank manager reflect ethical values related to understanding and assisting others during times of distress.
- **Impartiality/Biasness:** The bank manager's involvement in the situation and his decision to facilitate the fund release could be perceived as **favoring one employee over others**, raising questions about impartiality.
- **Legal Compliance and Accountability:** The actions of both the colleague and the bank manager need to be assessed against the rules and regulations governing nationalized banks in India, **such as the Banking Regulation Act, 1949**, to ensure ethical conduct and adherence to established standards.

Evaluation of the Bank Manager's Behaviour:

Arguments in Support of the Bank Manager's Behaviour:

- **Moral Compassion and Kindness:** The bank manager's act reflects moral compassion and kindness, demonstrating genuine concern for a colleague in need.
- **Empathy for Colleague's Plight:** The manager's actions show empathy for the colleague's distressing situation, fostering a caring workplace environment.
- **Humanitarian Consideration:** This behavior exemplifies humanitarian values, prioritizing the well-being and life-saving needs of a colleague's family member.
- **Alleviating Suffering:** The decision aims to alleviate the suffering of the colleague's family, aligning with principles of reducing distress.
- **Responsibility towards Bank:** The bank manager's insistence on repayment reflects a sense of responsibility towards the bank and adherence to financial accountability.

Arguments Against the Bank Manager's Behaviour:

- **Violation of Legal Norms:** Using funds from a dormant account without the account holder's knowledge potentially breaches legal norms and banking regulations. **For instance:** This act could be seen as **misappropriation, potentially falling under section 409 of the Indian Penal Code (Criminal offence)**, which addresses trust breaches by public servants, bankers, merchants, attorneys, agents or those in similar roles.
- **Breach of Professional Ethics:** Using bank resources, even for compassionate reasons, may be viewed as unprofessional and contrary to established ethical standards.
- **Confidentiality and Transparency Issues:** Secrecy around the fund release raises ethical concerns about transparency and accountability.
- **Precedent Setting:** The behavior may set problematic precedents, leading to inconsistent decision-making and perceptions of favoritism.
- **Erosion of Trust:** The perception of partiality could erode trust within the organization, contrary to principles of impartiality and fairness.

My Reaction to the Situation:

- **Compassion and Empathy:** I would first express my empathy and support to my colleague for her father's health crisis. It is crucial to acknowledge her emotional distress and the challenging situation she is facing.
- **Confidentiality Concerns:** The use of funds from a dormant account without the account holder's knowledge is **ethically questionable and potentially illegal**. I would discuss the importance of adhering to legal and ethical standards regarding financial transactions.
- **Legal Compliance:** I would recommend that the colleague and the bank manager **seek legal advice** to ensure that the actions taken are in compliance with banking regulations and do not expose the bank or individuals involved to legal risks.
- **Alternative Solutions:** I would explore alternative solutions to address the financial needs of my colleague, such as fundraising efforts, seeking **assistance from charitable organizations**, or exploring government healthcare schemes. These alternatives would aim to alleviate the financial burden without compromising ethical and legal principles.
- **Accountability and Transparency:** I would emphasize the importance of transparency and accountability within the organization. If a decision is made to facilitate the release of funds, it should be **done openly and in compliance with the bank's policies** and procedures, with a clear plan for repayment and record-keeping.

- **Non-Precedent Setting:** I would suggest that the bank manager and my colleague take steps to ensure that this situation does not set a precedent within the organization. Clear guidelines should be established to address similar requests in the future, ensuring fairness and impartiality.
- **Monitoring and Follow-Up:** I would advise monitoring the situation closely to ensure that the funds are repaid as promised. This would uphold the principle of financial responsibility and accountability.

Conclusion

In navigating the ethical complexities of this situation, it is crucial to strike a balance between compassion and ethical integrity, emphasizing the significance of reflective decision-making that encompasses both ethical and legal dimensions.

Q2. A landslide occurred in the middle of the night on 20th July, 2023 in a remote mountain hamlet, approximately 60 kilometres from Uttarkashi. The landslide was caused by torrential rains and has resulted in large-scale destruction of property and life. You, as District Magistrate of that area, have rushed to the spot with a team of doctors, NGOs, media and police along with numerous support staff to oversee the rescue operations. A man came running to you with a request for urgent medical help for his pregnant wife who is in labour and is losing blood. You directed your medical team to examine his wife. They return and convey to you that this woman needs blood transfusion immediately. Upon enquiry, you come to know that a few blood collection bags and blood group test kits are available in the ambulance accompanying your team. Few people of your team have already volunteered to donate blood. Being a physician who has graduated from AIIMS, you know that blood for transfusion needs to be procured only through a recognized blood bank. Your team members are divided on this issue; some favour transfusion, while some others oppose it. The doctors in the team are ready to facilitate the delivery provided they are not penalized for transfusion. Now you are in a dilemma. Your professional training emphasizes on prioritising service to humanity and saving lives of individuals.

- **What are the ethical issues involved in this case?**
- **Evaluate the options available to you, being District Magistrate of the area.**

Ans:

The case presents a dilemma where a pregnant woman needs a blood transfusion to survive, but the blood source is debated due to it not being from an **official blood bank**. The District Magistrate faces the ethical duty to save lives versus the professional mandate of established protocols, highlighting the tension between humanitarianism and procedural ethics.

Stakeholders Involved and Their Interests:

- **The Pregnant Woman:** Her immediate concern is to receive the necessary medical attention to save her life and the life of her unborn child.
- **Her Husband:** He is concerned about the safety and well-being of his wife and unborn child.
- **Medical Team:** The medical professionals are dedicated to upholding medical ethics and their professional training, which emphasizes saving lives. However, they also fear potential penalization for any breach of medical protocols.
- **Me (As the District Magistrate):** I am in a challenging position, torn between adhering to established rules and providing urgent humanitarian aid, reflecting the ethical dilemma at the heart of this situation.
- **The Local Community and NGOs:** They have a vested interest in ensuring that emergency assistance is provided effectively and may advocate for immediate transfusion to save lives.
- **Media:** The media's interest lies in reporting the incident accurately while potentially portraying the DM's decision in various lights, depending on the outcome.

Ethical Issues Involved:

- **Moral Duty towards Immediate Response:** An ethical issue arises in the moral obligation to respond urgently to save the lives of both the mother and child, even if it entails bending established rules.
- **Professional Accountability:** An additional ethical concern is professional accountability among the doctors who wish to facilitate the delivery but fear potential penalties for bypassing the established transfusion protocols.

- **Team Dynamics and Decision-Making:** The division within the team regarding blood transfusion reflects an ethical issue related to decision-making and coordination during a crisis.
- **Utilitarianism and Deontological Ethics:** The situation brings to the fore the classic debate between utilitarian approach, which emphasizes the greater good, and deontological approach, which focuses on rigid adherence to rules.
- **Legal and Regulatory Compliance:** Using blood for transfusion that has not been procured from a recognized blood bank may breach legal and regulatory standards related to patient safety and blood product quality.
- **Ethical Leadership:** An ethical issue pertains to the District Magistrate's responsibility to exhibit ethical leadership by making a morally justifiable decision under the given circumstances, setting a precedent for the entire team.

Evaluating the Available Options:

Option-1. Proceeding with Immediate Blood Transfusion

Pros:

- Immediate action to save lives, demonstrating a commitment to humanitarian values.
- Rapid response to the urgent medical situation, potentially preventing fatalities.
- Acknowledgment of the moral duty to prioritize life over procedural rules.

Cons:

- Risk of transmitting infectious diseases due to the absence of blood screening typically conducted by recognized blood banks.
- Legal repercussions for violating established medical protocols and potential penalties for the medical team.
- Ethical concerns related to bypassing formal procedures, which might set a precedent for future cases.

Option-2. Seeking Blood from a Recognized Blood Bank

Pros:

- Adherence to established medical protocols, ensuring the safety and quality of the transfused blood.
- Mitigation of potential legal and regulatory issues associated with blood transfusion.
- Compliance with standard procedures, preventing ethical dilemmas related to procedural breaches.

Cons:

- Loss of crucial time during the procurement of blood from a recognized blood bank, which could lead to life-threatening delays.
- Failure to utilize the immediate availability of volunteers and blood collection materials.
- Potential negative public perception and media scrutiny for not taking immediate action in a life-threatening situation.

Appropriate Action:

- **Coordinating with Medical Authorities:** Collaborate closely with the medical team on-site to assess the urgency of the situation and explore all available options. This includes evaluating the feasibility of obtaining blood from recognized sources, ensuring proper screening, and considering the potential risks and benefits of immediate transfusion.
- **Documenting the Decision-Making Process:** Thoroughly document the decision-making process, including consultations with medical professionals, communication with recognized blood banks, and the rationale behind the chosen course of action. This documentation serves as vital evidence to justify the decision and protect against potential legal repercussions.
- **Crisis Management Strategy:** This situation underscores the need for an improved crisis management strategy that incorporates flexibility in protocols for emergency situations. Developing specific guidelines for exceptional cases, such as unavailability of blood from recognized blood banks, can help safeguard lives while maintaining ethical and legal standards.

Conclusion

The ethical intricacies of this case **underscore the necessity of prioritizing the greater good, emphasizing the humanitarian perspective**. This requires ensuring the utmost safety and thorough documentation to justify the emergency measures while also fulfilling the moral obligation to save lives in exceptional situations.

Q3. At 9 pm on Saturday evening, Rashika, a Joint Secretary, was still engrossed in her work in her office. Her husband, Vikram, is an executive in an MNC and frequently out of town in connection with his work. Their two children aged 5 and 3 are looked after by their domestic helper. At 9:30 pm her superior, Mr. Suresh calls her and asks her to prepare a detailed note on an important matter to be discussed in a meeting in the Ministry. She realises that she will have to work on Sunday to finish the additional task given by her superior. She reflects on how she had looked forward to this posting and had worked long hours for months to achieve it. She had kept the welfare of people uppermost in discharging her duties. She feels that she has not done enough justice to her family and she has not fulfilled her duties in discharging essential social obligations. Even as recently as last month she had to leave her sick child in the nanny's care as she had to work in the office. Now, she feels that she must draw a line, beyond which her personal life should take precedence over her professional responsibilities. She thinks that there should be reasonable limits to the work ethics such as punctuality, hard work, dedication to duty and selfless service.

- Discuss the ethical issues involved in this case.
- Briefly describe at least four laws that have been enacted by the Government with respect to providing a healthy, safe and equitable working environment for women.
- Imagine you are in a similar situation. What suggestions would you make to mitigate such working conditions?

Ans:

This case delves into the **ethical dilemma** faced by a Joint Secretary, grappling with the demands of a high-powered career while shouldering family responsibilities. Her unwavering commitment to her job has resulted in an imbalanced **work-life dynamic**, prompting a critical reassessment of established work ethics. Central to this is the ethical struggle to balance work and personal life, fulfill family and societal obligations, and protect personal well-being.

Stakeholders Involved and Their Interests:

- **Rashika (Joint Secretary):** As the Joint Secretary, Rashika's decisions and actions have a direct impact on her career, family, and personal well-being.
- **Rashika's Family:** Rashika's family members, including her husband **Vikram** and their children (aged 5 and 3), are directly impacted by her career decisions, work-life balance, and the choices she makes in managing her **professional and personal life**.
- **Domestic Helper:** In her role as a domestic helper, her job security and work responsibilities are affected by Rashika's decisions.
- **Mr. Suresh (Superior):** In his capacity as Rashika's superior, Mr. Suresh relies on her to fulfill her professional duties and make contributions to the organization.
- **Ministry (Organization):** The Ministry's functioning and decision-making are directly impacted by Rashika's work, making it a key stakeholder.
- **Society:** As a part of society, there are expectations regarding responsible parenting, ethical professional conduct, and maintaining a work-life balance that affect Rashika's choices.

Ethical Issues Involved:

- **Personal Well-being:** The toll Rashika's work habits take on her personal life and well-being brings up ethical concerns about the physical and mental health of employees in demanding roles.
- **Family and Social Obligations:** Rashika's reflection on her inability to fulfill her family and social duties due to **work-related commitments** highlights **ethical questions** about the prioritization of professional success over personal responsibilities.
- **Work-Life Balance:** Rashika's constant dedication to her work at the cost of her family life raises ethical questions about maintaining a healthy work-life balance.
- **Ethical Boundaries of Work Ethic:** Rashika contemplates setting reasonable limits to work ethics such as punctuality, hard work, dedication to duty, and selfless service. This ethical issue questions the extent to which professional responsibilities should encroach upon personal life and the need for ethical boundaries in work ethics.
- **Women in Workforce:** The case study underscores the challenges women face in balancing professional and familial responsibilities, particularly in leadership roles, which hinders their career advancement in the workforce.

Laws Enacted by the Government

- **Maternity Benefit Act, 1961 (Amended in 2017):**
 - This act provides maternity benefits to female employees, including paid maternity leave, prenatal and postnatal care, and nursing breaks.
 - The 2017 amendment extended the maternity leave from 12 to 26 weeks, promoting the health and well-being of women during pregnancy and childbirth.
- **Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:**
 - This law aims to prevent and address sexual harassment at the workplace.
 - It mandates the establishment of Internal Complaints Committees (ICCs) in organizations, making it mandatory for employers to provide a safe working environment for women and address complaints promptly.
- **Equal Remuneration Act, 1976:**
 - This law prohibits discrimination in wages on the grounds of gender.
 - It ensures that women are paid equally for work of equal value as that of their male counterparts, promoting gender pay equity in the workplace.
- **Factories Act, 1948 (Section 27, 66(1)(b), and 87(b)):**
 - **Section 27:** Section 27 of the law prohibits the employment of women and children in any section of a factory where cotton pressing takes place while a cotton-opener is actively operating.
 - **Section 66(1)(b):** This section regulates women's employment hours in factories and permits work for women only between 6 AM and 7 PM.
 - **Section 87(b):** This provision empowers authorities to establish regulations that either prohibit or impose limitations on the employment of women, adolescents, or children in specific manufacturing processes or operations.

Suggestions to Mitigate Such Working Conditions:

- **Establish Clear Boundaries:** Set specific working hours, **such as 9 AM to 5 PM**, and communicate them clearly to your superiors to delineate when you are available for work tasks and when personal time is needed.
- **Flexible Work Arrangements:** Consider options like telecommuting or flexible hours, where possible, to provide greater control over work timing and location, fostering a healthier work-life balance. Runn, **for instance**, exemplifies **workplace flexibility** by enabling remote work and flexible hours for their team members.
- **Utilize Technology:** Embrace modern technology tools for tasks, communication, and remote work, facilitating efficient work and connectivity with colleagues regardless of physical location. **For example:** Adopting **video conferencing platforms** and **cloud-based collaboration** tools can greatly enhance productivity and collaboration in remote work settings.
- **Counseling and Support Measures:** Establish counseling services to assist employees with work-life balance challenges, promoting better mental health and job satisfaction.
- **For instance:** Companies like Microsoft offer counseling support through programs like **Microsoft Cares**, which encompasses **personal** and **work-related issues**, contributing to the well-being of employees and their families.
- **Responsible Leadership Promotion Measures:** Encourage responsible leadership to create a supportive work culture and provide leadership development programs emphasizing work-life balance. IBM serves as an example of **responsible leadership** in organizations.
- **Emergency Leave Provisions:** Implement policies for emergency leaves to enable employees to address personal crises without compromising their professional duties, using The **All India Services (Leave) Rules, 1955** as a foundation.

Conclusion

The case of Rashika serves as a compelling reminder that addressing work-life balance is not merely a personal concern but a critical ethical and societal issue in today's professional landscape. It calls for a reevaluation of established work norms and the implementation of inclusive policies that prioritize the holistic well-being of individuals, recognizing that personal exigencies should not be sacrificed at the altar of professional success.

Q4. Vinod is an honest and sincere IAS officer. Recently, he has taken over as Managing Director of the State Road Transport Corporation, his sixth transfer in the past three years. His peers acknowledge his vast knowledge, affability and uprightness. The Chairman of the State Road Transport Corporation is a powerful politician and is very close to the Chief Minister. Vinod comes to know about many alleged irregularities of the Corporation and the high-handedness of the Chairman in financial Matters. A Board Member of the Corporation belonging to the Opposition Party meets Vinod and hands over a few documents along with a video recording in which the Chairman appears to be demanding bribe for placing a huge order for the supply of QMR tyres. Vinod recollects the Chairman expediting clearing of pending bills of QMR tyres. Vinod confronts the Board Member as to why he is shying away from exposing the Chairman with the so-called solid proof he has with him. The member informs him that the Chairman refuses to yield to his threats. He adds that Vinod may earn recognition and public support if he himself exposes the Chairman. Further, he tells Vinod that once his party comes to power, Vinod's professional growth would be assured. Vinod is aware that he may be penalized if he exposes the Chairman and may further be transferred to a distant place. He knows that the Opposition Party stands a better chance of coming to power in the forthcoming elections. However, he also realizes that the Board Member is trying to use him for his own political gains.

- As a conscientious civil servant, evaluate the options available to Vinod.
- In the light of the above case, comment upon the ethical issues that may arise due to the politicization of bureaucracy.

Ans:

This case revolves around Vinod, an honest IAS officer, who becomes the Managing Director of the State Road Transport Corporation amid allegations of corruption involving the Chairman. With evidence in hand, Vinod faces an ethical dilemma: expose the Chairman and risk his career, or navigate the political landscape. This highlights the ethical issues tied to bureaucracy's politicization.

Stakeholders Involved and their Interests:

- **Vinod:** His interests lie in maintaining his professional integrity while advancing in his career.
- **Chairman:** His interests revolve around preserving his position and the power associated with it.
- **Board Member from the Opposition Party:** Aims to leverage the situation to score political points and potentially dethrone the Chairman, enhancing his party's chances in the forthcoming elections.
- **Public:** The public's interest centers on seeing a transparent and accountable governance system.

Options Available to Vinod and Their Evaluation:

Option-1 Confronting the Chairman:

Pros:

- **Upholding Integrity:** Confronting the Chairman aligns with Vinod's duty to uphold integrity and ethics in his role as an IAS officer.
- **Potential for Reform:** Exposing corruption can lead to systemic reforms within the State Road Transport Corporation, benefiting the organization and the public.
- **Public Support:** Vinod may earn recognition and public support for his courage in fighting corruption, enhancing his reputation.

Cons:

- **Retaliation Risk:** Confronting the Chairman could result in retaliation, including threats to Vinod's career, safety, or personal life.
- **Political Maneuvering:** The Chairman's political influence may lead to efforts to discredit Vinod's claims or protect the Chairman's position, making it a challenging battle to win.
- **Risk of isolation:** Vinod might get isolated in his professional circle.

Option-2 Whistle-blowing:

Pros:

- **Promotes Transparency:** Whistle-blowing allows Vinod to expose the corruption and financial irregularities within the State Road Transport Corporation, promoting transparency.
- **Potential Reforms:** By revealing the misconduct, Vinod may catalyze reforms within the Corporation, leading to improved **governance** and **accountability**.
- **Ethical Fulfillment:** Whistle-blowing aligns with Vinod's ethical responsibilities as a civil servant and demonstrates his commitment to the public interest.
- **Encouraging Others:** This action can encourage other individuals to come forward with information on malpractices.

Cons:

- **Risk of Identity Exposure:** Inefficient handling of the issues can lead to identity revelation, subsequently subjecting Vinod to serious repercussions.
- **Legal Ramifications:** Vinod may have to face legal ramifications for breaching confidentiality.
- **Uncertain Outcomes:** The effectiveness of whistle-blowing in bringing about change or punishing wrongdoers is uncertain and may not yield immediate results.
- **Mental Stress:** Vinod may experience mental stress due to the continuous fear of exposure and potential repercussions.

Option-3 Cooperating with the Board Member:

Pros:

- **Increased Support:** Cooperating with the Board Member may lead to support and protection from a political group, potentially shielding Vinod from retaliation.
- **Leverage for Reforms:** Collaboration can give Vinod leverage to push for reforms within the State Road Transport Corporation, aiming to curb irregularities and promote transparency.
- **Access to Resources:** Working with a political party could provide Vinod access to resources, information, and legal assistance to build a stronger case against the Chairman.

Cons:

- **Ethical Dilemma:** Collaborating with a political party for personal gain may compromise Vinod's ethical principles and integrity as a civil servant.
- **Legal Risks:** Involvement in political maneuvers could expose Vinod to legal risks, potentially leading to investigations and consequences for his actions.
- **Political Uncertainty:** Depending on political alliances can be uncertain, as outcomes in elections may not always align with expectations, leaving Vinod in a vulnerable position.

Option-4 Internal Investigation

Pros:

- **Objective Approach:** Conducting an internal investigation demonstrates Vinod's commitment to due process and fairness, allowing for an unbiased examination of alleged irregularities.
- **Evidence Gathering:** An internal investigation provides an opportunity to collect concrete evidence, ensuring a stronger case against the Chairman.
- **Confidentiality:** This approach maintains confidentiality, reducing the immediate risk of identity exposure or retaliation.
- **Potential for Reform:** If the investigation uncovers wrongdoing, it can lead to reforms within the Corporation, improving governance and accountability.

Cons:

- **Time-consuming:** Internal investigations can be time-consuming, potentially delaying actions against corruption.
- **Risk of Manipulation:** There's a risk of the investigation being manipulated, given the Chairman's influential position.
- **Potential Leaks:** Information about the investigation may leak, putting Vinod at risk of identity exposure or compromising the integrity of the process.
- **Repercussions:** If the Chairman becomes aware of the investigation, he may take countermeasures, potentially endangering Vinod's career or personal safety.

Ethical Issues Due to Politicization of Bureaucracy:

- **Conflict of Interest:** Vinod's predicament underscores the pervasive conflict of interest in bureaucratic settings, where personal and professional considerations clash amid increasing politicization.
- **Abuse of Power:** The Chairman's political connections and the bribe demand reflect potential abuse of power in government institutions.
- **Political Manipulation:** The Board Member's proposition to Vinod to expose the Chairman for political gain demonstrates how **political manipulation** can infiltrate bureaucratic decisions, potentially compromising the **integrity** of the process.
- **Trust in Public Institutions:** The allegations of corruption and irregularities in the **State Road Transport Corporation** raise ethical concerns regarding the public's faith in government organizations.

Way Forward

- **Ethical Leadership:** Vinod should lead by example, demonstrating unwavering integrity to set an ethical tone and inspire his team.
- **Prudent Decision-making:** Vinod should base his choices on ethical civil service principles, emphasizing transparency and accountability in governance.
- **Strengthening Institutional Mechanisms:** Implement robust frameworks to safeguard civil servants from political interference and empower them to prioritize societal well-being, exploring effective strategies for this purpose.

Conclusion

In facing this complex **ethical dilemma**, Vinod must remain steadfast in his role as a civil servant, upholding his ethical principles while prioritizing the public's welfare. This commitment can pave the way for **greater transparency, accountability, and ethical leadership** in the bureaucracy, ultimately benefiting society at large.

Q5. You have just been appointed as Additional Director General of Central Public Works Department. The Chief Architect of your division, who is to retire in six months, is passionately working on a very important project, the successful completion of which would earn him a lasting reputation for the rest of his life. A new lady architect, Seema, trained at Manchester School of Architecture, UK joined as Senior Architect in your division. During the briefing about the project, Seema made some suggestions which would not only add value to the project, but would also reduce completion time. This has made the Chief Architect insecure and he is constantly worried that all the credit will go to her. Subsequently, he adopted a passive and aggressive behaviour towards her and has become disrespectful to her. Seema felt it embarrassing as the Chief Architect left no chance of humiliating her. He would very often correct her in front of other colleagues and raise his voice while speaking to her. This continuous harassment has resulted in her losing confidence and self-esteem. She felt perpetually tense, anxious and stressed. She appeared to be in awe of him since he has had a long tenure in the office and has vast experience in the area of her work. You are aware of her outstanding academic credentials and career record in her previous organisations. However, you fear that this harassment-may result in compromising her much needed contribution in this important project and may adversely impact her emotional well-being. You have also come to know from her peers that she is contemplating tendering her resignation.

- What are the ethical issues involved in the above case?
- What are the options available to you in order to complete the project as well as to retain Seema in the organization?
- What would be your response to Seema's predicament? What measures would you institute to prevent such occurrences from happening in your organization?

Ans:

In this scenario, a conflict has emerged between the Chief Architect, deeply committed to a critical project, and Seema, a talented architect with innovative ideas. This demands a thoughtful approach to **navigate the ethical dilemmas** at hand and find a balance that **preserves Seema's contributions** while ensuring the **project's success**.

Stakeholders Involved and Their Interests:

- **Seema:** Her interest lies in contributing effectively to the project, gaining recognition for her ideas, and working in a respectful and supportive environment.
- **Chief Architect:** He is concerned about his reputation and wishes to ensure that his contributions to the project are acknowledged.

- **Me (As Additional Director General):** I am interested in successfully completing the project, retaining valuable talent like Seema, and maintaining a harmonious work environment.
- **The Organization:** The organization's interest is in achieving project success, fostering a culture of **respect** and **inclusivity**, and preventing workplace issues that can affect productivity and employee retention.
- **Society at Large:** Society benefits from efficient and ethical public works projects, making it crucial to address workplace issues that may impact project outcomes.

Ethical Issues Involved:

- **Workplace Harassment:** The Chief Architect's aggressive and disrespectful behavior towards Seema, including humiliation and constant public correction, raises the issue of workplace harassment.
- **Unfair Competition:** The Chief Architect's insecurity and fear indicate a **reluctance to recognize and appreciate the contributions** of others. This unfair competition undermines the principles of collaboration and teamwork.
- **Gender Equality:** The Chief Architect's **differential treatment** of Seema, possibly influenced by gender bias, raises ethical concerns about **gender discrimination** in the workplace.
- **Suppression of Meritocracy:** The Chief Architect's efforts to impede Seema's career development undermine the **principles of meritocracy and fairness**.
- **Abuse of Power:** The Chief Architect's use of his senior position to belittle Seema reflects the concern of **abuse of power**, fostering a hostile work environment.
- **Failure to Uphold Organizational Values:** The Chief Architect's behavior is inconsistent with the values of **professionalism, respect, and collaboration** that an organization like the Central Public Works Department should uphold.

Options Available:

Option-1. Mediation and Conflict Resolution: Initiate mediation between Seema and the Chief Architect to address their issues and foster a conducive work environment.

Pros:

- Promotes **open communication** and understanding between Seema and the Chief Architect.
- Has the potential to resolve the conflict amicably, leading to a more harmonious work environment.
- Provides a structured process for **addressing grievances** and finding **mutually agreeable** solutions.

Cons:

- Success depends on the willingness of both parties to participate in mediation, which may not be guaranteed.
- Mediation can be **time-consuming**, potentially affecting project timelines.
- If **confidentiality** is breached during or after mediation, it can lead to further issues and **distrust** in the workplace.

Option-2 Training and Sensitization: Conduct workshops and training sessions on workplace ethics, respectful communication, and conflict resolution to create a harmonious work atmosphere.

Pros:

- Enhances the overall workplace culture by promoting **respect and inclusivity**.
- Provides a proactive approach to prevent future conflicts and incidents of harassment.
- Sends a strong message about the organization's commitment to ethical conduct.

Cons:

- It may take time to see the desired cultural changes.
- Some employees may resist or not fully engage in the training.
- Training alone may not resolve the existing conflict between Seema and the Chief Architect.

Option-3. Reassign Roles: Contemplating a reshuffling of roles could potentially defuse the tension while preserving the project's integrity.

Pros:

- Provides a **short-term solution** to reduce conflict and tension in the project.
- Allows Seema to work without the constant harassment from the Chief Architect.

- Preserves the project's integrity and Seema's contributions.

Cons:

- May not address the root cause of the Chief Architect's insecurity and aggressive behavior.
- Could be seen as avoiding the issue rather than confronting it directly.
- May require a reshuffling of responsibilities that could impact other team members or projects.

My Response to Seema's Predicament:

- **Personal Counselling and Supportive Guidance:** I'd offer Seema personal **counseling**, creating a safe space for her to **openly address** her concerns and providing guidance on handling the challenging situation with the Chief Architect.
- **Creation of Safe and Inclusive Workplace:** I'd reassure Seema that her contributions are highly valued, and she will receive fair and respectful treatment, fostering an **environment conducive** to her professional growth.
- **Confidential Reporting Mechanism:** I'd establish a **confidential reporting system** for Seema, ensuring her protection and prompt attention to her concerns.

Preventive Measures:

Following measures can help prevent such occurrences from happening in the future:

- **Anti-Harassment Policies:** Implement stringent policies aimed at curbing harassment and cultivating a workplace culture rooted in respect and inclusivity.
For example: The Norwegian Working Environment Act serves as an inspiration.
- **Recognition of Merit:** Promote a culture that celebrates meritocracy, valuing innovative contributions from individuals at all levels within the organization.
For example: "Performance-Based Incentive Scheme" implemented in some organizations.
- **Mentorship Program:** Establish a mentorship initiative that encourages the exchange of knowledge and experience between senior and junior employees, fostering mutual respect and professional growth.
- **Regular Feedback Mechanisms:** Institute routine feedback mechanisms, similar to the "**360-Degree Feedback**" process to maintain a healthy working environment, enabling the timely identification and resolution of issues before they escalate.

Conclusion

This case underscores the importance of upholding workplace values, necessitating a multi-pronged approach to effectively address Seema's situation. By fostering a culture of respect and inclusivity, the team can be guided towards achieving successful project completion while maintaining a harmonious work atmosphere.

- Q6. You hold a responsible position in a ministry in the government. One day in the morning you received a call from the school of your 11-year-old son that you are required to come and meet the Principal. You proceed to the school and find your son in the Principal's office. The Principal informs you that your son had been found wandering aimlessly in the grounds during the time classes were in progress. The class teacher further informs you that your son has lately become a loner and did not respond to questions in the class, he had also been unable to perform well in the football trials held recently. You bring your son back from the school and in the evening, you along with your wife try to find out the reasons for your son's changed behaviour. After repeated cajoling, your son shares that some children had been making fun of him in the class as well as in the WhatsApp group of the students by calling him stunted, duh and a frog. He tells you the names of a few children who are the main culprits but pleads with you to let the matter rest. After a few days, during a sporting event, where you and your wife have gone to watch your son play, one of your colleague's son shows you a video in which students have caricatured your son. Further, he also points out to the perpetrators who were sitting in the stands. You purposefully walk past them with your son and go home. Next day, you find on social media, a video denigrating you, your son and even your wife, stating that you engaged in physical bullying of children on the sports field. The video became viral on social media. Your friends and colleagues began calling you to find out the details. One of your juniors advised you to make a counter video giving the background and explaining that nothing had happened on the field. You, in turn posted a video which you have captured during the sporting event, identifying the likely perpetrators who were responsible for your son's predicament. You have also narrated what has actually**

happened in the field and made attempts to bring out the adverse effects of the misuse of social media.

- **Based on the above case study, discuss the ethical issues involved in the use of social media.**
- **Discuss the pros and cons of using social media by you to put across the facts to counter the fake propaganda against your family.**

Ans:

In a rapidly digitizing world, the **potent influence of social media** is undeniable. The given case study illustrates how this influential tool can both exacerbate and potentially alleviate complex social issues. The case study paints a vivid picture of a child's struggle with bullying and the subsequent use of social media to address the situation. This scenario prompts ethical concerns surrounding reputation, socialization, and the impact of digital platforms in today's interconnected society.

Stakeholders Involved and Their Interests:

- **The Family (Me, my wife, and my son):** The primary interest is to safeguard the family's dignity, protect the child from bullying, and seek justice for the false allegations.
- **Classmates Responsible for Bullying:** The classmates responsible for bullying may have varying interests, ranging from potentially wanting to maintain their actions to feeling remorse and seeking reconciliation.
- **School Administration (Principal and Class Teacher):** The school administration, including the Principal and the class teacher, is interested in maintaining discipline within the school and effectively addressing the bullying issue. Moreover, their interests lie in nurturing students who are **responsible digital citizens**.
- **Online Community:** The online community is interested in uncovering the truth behind the allegations and advocating for responsible social media use.
- **Friends and Colleagues:** as they are interested in gaining insight into the situation and providing support to me and my family.
- **Wider Society:** The wider society is concerned about issues related to bullying, cyberbullying, and the responsible use of social media.

Ethical Issues Involved in the Use of Social Media:

- **Cyberbullying and Harassment:** The initial ethical issue arises from the children's actions, where they are found to be engaged in cyberbullying and harassment of the protagonist's son through social media platforms, causing **emotional distress** and negatively affecting the **child's mental well-being**.
- **Privacy and Consent:** The publication of the video without the consent of the protagonist, his son, and other affected parties raises concerns about privacy and consent.
- **Spread of False Information:** The case highlights the **rapid spread of false information** and rumors on social media platforms, leading to **misinformation and defamation**.
- **Viral Shaming Culture:** The widespread sharing of the video and subsequent **public humiliation** of the protagonist's family on social media reflects the emergence of a **harmful viral shaming culture**, posing concerns about reputation damage and psychological well-being.
- **Responsibility and Accountability:** The protagonist's decision to publicly identify and accuse the alleged perpetrators of bullying on social media raises questions of responsibility and accountability. While addressing the issue is important, it should be done in a way that does not harm innocent parties or violate their rights.

Pros and Cons of Using Social Media to Counter Fake Propaganda:

Pros:

- **Factual Clarification:** Posting a counter video on social media allows for immediate and factual clarification of the situation, ensuring that the truth is presented clearly.
- **Awareness and Education:** Using social media provides an opportunity to raise awareness about the adverse effects of cyberbullying and the misuse of social media, **educating the public** on responsible online behavior.
- **Mental Peace:** Addressing false propaganda on social media can provide a sense of relief and mental peace by setting the record straight and **reducing the emotional distress** caused by false accusations.

Cons:

- **Potential Escalation:** Responding on social media carries the risk of escalating the situation, as it may lead to further **online conflicts, negative comments, and harassment.**
- **Dignity and Professional Stature:** As a person holding a **responsible position** in a government ministry, engaging in a social media confrontation might not be seen as **befitting of your professional stature**, potentially adversely affecting your image.
- **Unintended Consequences for the Perpetrators:** While using social media to identify the alleged perpetrators may seem justifiable, it can also have unintended consequences, potentially spiraling into a larger issue that could involve their families as well, thereby **raising legal and ethical concerns.**

Appropriate Action in this Regard:

- **Report to Concerned Authorities:** As a responsible government official, the protagonist should consider reporting the incidents of cyberbullying and harassment to the relevant school **authorities and education department** to ensure that appropriate action is taken against the perpetrators within the school environment.
- **Community Sensitization:** To address the issue at a broader level, the protagonist could work with school authorities to **organize awareness programs** and workshops on responsible and ethical use of social media, **cyberbullying prevention**, and mental health support for students.
- **Encouraging Open Dialogue:** Promote open communication between parents, teachers, and students to **create a supportive environment** where children can discuss their concerns and experiences without fear of retribution.
- **Personal Reflection and Self-Regulation:** Encourage the son to reflect on the situation, develop strategies for self-regulation in handling online interactions, and consider seeking **professional help or counseling** if needed.

Conclusion

This case vividly illustrates the ethical complexities of social media use in today's interconnected world and the urgent need for **responsible online behavior, digital literacy, and empathy**. A proactive approach involving all stakeholders—parents, educators, and policymakers—is imperative to navigate these challenges, fostering awareness and promoting ethical online conduct for a **safer digital environment**, where individuals' dignity and well-being are upheld.

Q1. Prabhat was working as Vice President (Marketing) at Sterling Electric Ltd., a reputed multinational company. But presently the company was passing through the difficult times as the sales were continuously showing a downward trend in the last two quarters. His division, which hitherto had been a major revenue contributor to the company's financial health, was now desperately trying to procure some big government order for them. But their best efforts did not yield any positive success or breakthrough. He was a professional company and his local bosses were under pressure from their London-based HO to show some positive results. In the last performance review meeting taken by the Executive Director (India Head), he was reprimanded for his poor performance. He assured them that his division is working on a special contract from the Ministry of Defence for a secret installation near Gwalior and tender is being submitted shortly.

He was under extreme pressure and he was deeply perturbed. What aggravated the situation further was a warning from the top that if the deal is not clinched in favor of the company, his division might have to be closed and he may have to quit his lucrative job. There was another dimension which was causing him deep mental torture and agony. This pertained to his personal precarious financial health. He was a single earner in the family with two school-college going children and his old ailing mother. The heavy expenditure on education and medical was causing a big strain to his monthly pay packet. Regular EMI for housing loans taken from banks was unavoidable and any default would render him liable for severe legal action. In the above backdrop, he was hoping for some miracle to happen. There was a sudden turn of events. His secretary informed that a gentleman-Subhash Verma wanted to see him as he was interested in the position of Manager which was to be filled by him in the company. He further brought to his notice that his CV has been received through the office of the Minister of Defence. During the interview of the candidate-Subhash Verma, he found him technically sound, resourceful and an experienced marketeer. He seemed to be well-conversant with tendering procedures and having a knack of follow-up and liaising in this regard. Prabhat felt that he was a better choice than the rest of the candidates who were recently interviewed by him in the last few days. Subhash Verma also indicated that he was in possession of the copies of the bid documents that the Unique Electronics Ltd. would be submitting the next day to the Defence Ministry for their tender. He offered to hand over those documents subject to his employment in the company on suitable terms and conditions. He made it clear that in the process, the Sterling Electric Ltd. could outbid their rival company and get the bid and hefty Defence Ministry order. He indicated that it will be a win-win situation for both-him and the company. Prabhat was absolutely stunned. It was a mixed feeling of shock and thrill. He was uncomfortable and perspiring. If accepted, all his problems would vanish instantly and he may be rewarded for securing the much awaited tender and thereby boosting the company's sales and financial health. He was in a fix as to the future course of action. He was wonder-struck at the guts of Subhash Verma in having surreptitiously removed his own company papers and offering to the rival company for a job. Being an experienced person, he was examining the pros and cons of the proposal/situation and he asked him to come the next day.

- (a) Discuss the ethical issues involved in the case.
- (b) Critically examine the options available to Prabhat in the above situation.
- (c) Which of the above would be the most appropriate for Prabhat and why?

Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - Ethical issues involved in the case
 - Options available to Prabhat in the above situation
 - The most appropriate course of action for Prabhat
- **Conclusion:** Prospective way forward.

Introduction:

The case study presents a challenging situation for Prabhat, the Vice President of Marketing at Sterling Electric Ltd. Several ethical issues arise as Prabhat contemplates the offer made by Subhash Verma to provide stolen bid documents in exchange for employment.



Body:

(a) Ethical issues involved in the case:

Unethical conduct: Subhash Verma's actions of removing confidential bid documents from his current company and offering them to a rival company for personal gain demonstrate unethical behavior and breach of trust.

- **Conflict of interest:** Prabhat faces a conflict of interest as he is considering accepting stolen bid documents that could potentially help his company secure a government contract. This creates a moral dilemma between personal gain and adhering to ethical principles.
- **Bribery and corruption:** Subhash Verma's offer to provide bid documents in exchange for employment can be seen as an attempt to engage in bribery or corruption, compromising the integrity of the bidding process.
- **Breach of confidentiality:** Prabhat would be compromising the confidentiality of his current company if he accepts and utilizes the stolen bid documents, which is unethical and potentially illegal.

(b) Options available to Prabhat in the above situation:

- **Reject the offer and report the incident:** Prabhat can refuse Subhash Verma's offer, maintain his integrity, and report the incident to the appropriate authorities within his company to ensure disciplinary action is taken against Subhash Verma.
- **Confront Subhash Verma and seek clarification:** Prabhat can meet with Subhash Verma to discuss his unethical offer, express his concerns, and emphasize the importance of ethical behavior. He can then decide whether to proceed with reporting the incident or not.
- **Investigate the matter discreetly:** Prabhat can discreetly investigate the stolen bid documents and gather evidence. He can then report the incident to the relevant authorities, maintaining the confidentiality and integrity of the bidding process.

(c) The most appropriate course of action for Prabhat:

- The most appropriate course of action for Prabhat would be to reject the offer and report the incident.
- By doing so, he upholds ethical principles, maintains the integrity of the bidding process, and protects the interests of his current company.
- Accepting stolen bid documents and engaging in bribery or corruption would not only be unethical but also expose Prabhat and his company to legal and reputational risks.

Conclusion:

Reporting the incident ensures that appropriate actions are taken against Subhash Verma and reinforces a culture of ethics and integrity within the organization.

- Q2. Ramesh is a State Civil Services Officer who got the opportunity of getting posted to the capital of a border State after rendering 20 years of service. Ramesh's mother has recently been diagnosed with cancer and has been admitted in the leading cancer hospital of the city. His two adolescent children have also got admission in one of the best public schools of the town. After settling down in his appointment as Director in the Home Department of the State, Ramesh got a confidential report through**

intelligence sources that illegal migrants are infiltrating in the State from the neighboring country. He decided to personally carry out surprise checks of the border posts along with his Home Department team. To his surprise, he caught red-handed two families of 12 members infiltrated with the connivance of the security personnel at the border posts. On further inquiry and investigation, it was found that after the migrants from neighboring countries infiltrate, their documentation like Aadhaar Card, Ration Card and Voter Card are also forged and they are made to settle down in a particular area of the State. Ramesh prepared the detailed and comprehensive report and submitted it to the Additional Secretary of the State. However, he was summoned by the Additional Home Secretary after a week and was instructed to withdraw the report. The Additional Home Secretary informed Ramesh that the report submitted by him has not been appreciated by the higher authorities. He further cautioned him that if he fails to withdraw the confidential report, he will not only be posted out from the prestigious appointment from the State capital but his further promotion which is due in near future will also get in jeopardy.

- What are the Department options available to Ramesh as the Director of the Home Department of the bordering State?
- What option should Ramesh adopt and why?
- Critically evaluate each of the options.
- What are the ethical dilemmas being faced by Ramesh?
- What policy measures would you suggest to combat the menace of infiltration of illegal migrants from the neighboring country?

Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - Option Ramesh should adopt and why
 - Critical evaluation of each option
 - Ethical dilemmas faced by Ramesh
 - Policy measures to combat the menace of infiltration of illegal migrants
- **Conclusion:** Conclude suitably.

Introduction:

The case study revolves around Ramesh, the Director of the Home Department in a bordering state, who uncovers the infiltration of illegal migrants with the connivance of security personnel. However, he faces pressure from the Additional Home Secretary to withdraw his comprehensive report on the matter.



Body:

(a) Department options available to Ramesh as the Director of the Home Department:

- **Withdraw the report as instructed by the Additional Home Secretary:** Ramesh can comply with the directive and retract the comprehensive report on the infiltration of illegal migrants, thus avoiding potential consequences to his position and future promotion.
- **Maintain the report and refuse to withdraw:** Ramesh can choose to stand by his findings and refuse to withdraw the report, asserting the importance of addressing the issue of illegal migration for the security and integrity of the state.

(b) Option Ramesh should adopt and why:

- Ramesh should maintain the report and refuse to withdraw it. By doing so, he upholds the principles of **integrity, transparency, and accountability** in his role as the Director of the Home Department. It is essential to address the issue of illegal migration for the security and well-being of the state and its citizens.

(c) Critical evaluation of each option:

- Withdrawing the report:** This option may protect Ramesh's position and potential promotion, but it compromises the integrity of his role and allows the issue of illegal migration to persist without proper action, potentially jeopardizing the security of the state.
- Maintaining the report:** This option aligns with ethical principles, demonstrates Ramesh's commitment to his duty, and addresses the problem of illegal migration. However, it may come with personal and professional consequences, such as being transferred from the prestigious appointment and potential hindrance to future promotion.

(d) Ethical dilemmas faced by Ramesh:

- Balancing personal and professional responsibilities:** Ramesh faces the challenge of addressing the issue of illegal migration while dealing with his mother's illness and his children's education.
- Upholding integrity versus self-interest:** Ramesh must decide whether to prioritize the integrity of his role and the well-being of the state over potential personal repercussions.
- Navigating conflicting instructions:** Ramesh receives contradictory instructions from the Additional Home Secretary and is confronted with the ethical dilemma of choosing between complying with the directive or standing by his findings.

(e) Policy measures to combat the menace of infiltration of illegal migrants:

- Strengthen border security:** Enhance surveillance, deploy advanced technologies, and increase the presence of security personnel at border posts to prevent illegal border crossings.
- Strict documentation and verification processes:** Implement robust mechanisms to ensure the authenticity of identity documents, such as Aadhaar Card, Ration Card, and Voter Card, through thorough verification procedures.
- Collaboration with intelligence agencies:** Foster cooperation and information sharing with intelligence agencies to gather accurate and timely information on potential infiltration activities.
- Public awareness and reporting mechanisms:** Educate the public about the risks associated with illegal migration and establish channels for reporting suspicious activities or individuals.
- Streamlined legal procedures:** Simplify and expedite legal processes related to identifying and deporting illegal migrants, ensuring effective and efficient handling of cases.
- International cooperation:** Collaborate with the neighboring country to address the root causes of illegal migration and establish bilateral agreements to address the issue collectively.
- Rehabilitation and support:** Develop programs to assist and integrate genuine refugees while providing support to affected communities impacted by illegal migration.

Conclusion:

These measures should be implemented in a comprehensive and coordinated manner to effectively combat the menace of infiltration of illegal migrants from the neighboring country.

Q3. The Supreme Court has banned mining in the Aravalli Hills to stop degradation of the forest cover and to maintain ecological balance. However, the stone mining was still prevalent in the border district of the affected State with connivance of certain corrupt forest officials and politicians. Young and dynamic SP who was recently posted in the affected district promised to himself to stop this menace. In one of his surprise checks with his team, he found a truck loaded with stone trying to escape the mining area. He tried to stop the truck but the truck driver overran the police officer, killing him on the spot and thereafter managed to flee. Police filed an FIR but no breakthrough was achieved in the case for almost three months. Ashok who was the Investigative Journalist working with leading TV channel, suo-moto started investigating the case. Within one month, Ashok got breakthrough by interacting with local people, stone mining mafia and government officials. He prepared his investigative story and presented it to the CMD of the TV channel. He exposed in his investigative report the

complete nexus of the stone mafia working with the blessing of corrupt police and civil officials and politicians. The politician who was involved in the mafia was no one else but a local MLA who was considered to be very close to the Chief Minister. After going through the investigative report, the CMD advised Ashok to drop the idea of making the story public through electronic media. He informed that the local MLA was not only the relative of the owner of the TV channel but also had unofficially 20 percent share in the channel. The CMD further informed Ashok that his further promotion and hike in pay will be taken care of in addition the soft loan of `10 lakhs which he has taken from the TV channel for his son's chronic disease will be suitably adjusted if he hands over the investigative report to him.

- (a) What are the options available with Ashok to cope up with the situation?
- (b) Critically evaluate/examine each of the options identified by Ashok.
- (c) What are the ethical dilemmas being faced by Ashok?
- (d) Which of the options, do you think, would be the most appropriate for Ashok to adopt and why?
- (e) In the above scenario, what type of training would you suggest for police officers posted to such districts where stone mining illegal activities are rampant?

Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - Options available with Ashok to cope with the situation
 - Evaluation of each option identified by Ashok
 - Ethical dilemmas faced by Ashok
 - The most appropriate option for Ashok to adopt
 - Training for police officers posted in districts with rampant illegal stone mining activities
- **Conclusion:** Prospective way forward.

Introduction:

The case involves illegal stone mining, corruption, and the pursuit of justice. It follows a determined SP and an investigative journalist as they uncover a nexus of corruption involving the stone mining mafia, officials, and politicians. The TV channel CMD faces an ethical dilemma when presented with the investigative report. This case highlights the challenges in fighting corruption and emphasizes the importance of transparency and ethics in addressing such issues for the betterment of society.



Body:

(a) Options available with Ashok to cope with the situation:

- **Publish the investigative story:** Ashok can choose to publish the investigative report through electronic media, exposing the nexus between the stone mining mafia, corrupt officials, and politicians.
- **Stay silent and comply:** Ashok can choose to hand over the investigative report to the TV channel CMD, as advised, and drop the idea of making the story public. In return, he may receive personal benefits such as promotion, pay hike, and loan adjustments.

- **Seek external support:** Ashok can reach out to external media outlets, regulatory authorities, or investigative agencies to expose the corruption and nexus, ensuring the story gets the attention it deserves.

(b) Evaluation of each option identified by Ashok:

- **Publish the investigative story:** This option allows for the truth to be exposed to the public, shedding light on the corruption and illicit activities. It upholds the principles of journalism and can contribute to accountability and justice.
- **Stay silent and comply:** This option compromises journalistic integrity and enables the corrupt individuals to continue their illegal activities without facing consequences. It prioritizes personal benefits over the public interest and may perpetuate a culture of corruption.
- **Seek external support:** This option provides an avenue for independent investigation and intervention, ensuring that the matter is addressed by external authorities. It may enhance the chances of justice and hold the responsible individuals accountable.

(c) Ethical dilemmas faced by Ashok:

- **Upholding journalistic integrity:** Ashok faces the dilemma of maintaining his professional duty as an investigative journalist and exposing the truth, or compromising his integrity by suppressing the report for personal gain.
- **Balancing personal interests and public interest:** Ashok must consider the potential benefits offered by the TV channel CMD against the ethical responsibility to serve the public interest and expose corruption.

(d) The most appropriate option for Ashok to adopt:

- **The most appropriate option for Ashok** would be to publish the investigative story, exposing the complete nexus of corruption and illicit activities. By doing so, he upholds the principles of journalism, promotes transparency, and contributes to the public's right to know. This option serves the broader interest of justice and accountability, despite potential personal risks or consequences.

(e) Training for police officers posted in districts with rampant illegal stone mining activities:

- **Knowledge of laws and regulations:** Police officers should receive comprehensive training on relevant laws and regulations pertaining to illegal mining, environmental protection, and ecological balance.
- **Investigation techniques:** Training should focus on effective investigation techniques, evidence collection, and intelligence gathering to uncover the networks involved in illegal mining activities.
- **Ethical conduct and integrity:** Officers should be trained on ethical standards, emphasizing the importance of resisting corruption and the influence of powerful individuals or groups.
- **Collaboration and coordination:** Training programs should promote interdepartmental collaboration, encouraging police officers to work closely with forest officials, intelligence agencies, and other relevant authorities to combat illegal mining.
- **Awareness and sensitization:** Officers should be educated about the environmental impact of illegal mining and the need to protect natural resources. This includes raising awareness about the ecological balance and the Supreme Court's directives regarding mining activities in sensitive areas like the Aravalli Hills.

Conclusion:

Ashok should seek legal counsel and protection to ensure the safety of the evidence and expose the corruption. Police officers in districts with rampant illegal mining activities should receive comprehensive training on anti-corruption measures, environmental law enforcement, conflict resolution, ethics, and safety.

- Q4. You have done MBA from a reputed institution three years back but could not get campus placement due to COVID-19 generated recession. However, after a lot of persuasion and a series of competitive tests including written and interview, you managed to get a job in a leading shoe company. You have aged parents who are dependent and staying with you. You also recently got married after getting this decent job. You were allotted the Inspection Section which is responsible for clearing the final product. In the first one year, you learnt your job well and was appreciated for your performance by the management. The company has been doing good business for the last five years in the domestic market and this year it is even decided to export to**

Europe and Gulf countries. However, one large consignment to Europe was rejected by their Inspecting Team due to certain poor quality and was sent back. The top management ordered that ibid consignment to be cleared for the domestic market. As a part of the Inspecting Team, you observed the glaring poor quality and brought to the knowledge of the Team Commander. However, the top management advised all the members of the team to overlook these defects as the management cannot bear such a huge loss. Rest of the team members except you promptly signed and cleared the consignment for the domestic market, overlooking glaring defects. You again brought to the knowledge of the Team Commander that such consignment, if cleared even for the domestic market, will tarnish the image and reputation of the company and will be counter-productive in the long run. However, you were further advised by the top management that if you do not clear the consignment, the company will not hesitate to terminate your services citing certain innocuous reasons.

- Under the given conditions, what are the options available to you as a member of the Inspecting Team?
- Critically evaluate each of the options listed by you.
- What option would you adopt and why?
- What are the ethical dilemmas being faced by you?
- What can be the consequences of overlooking the observations raised by the inspecting Team?

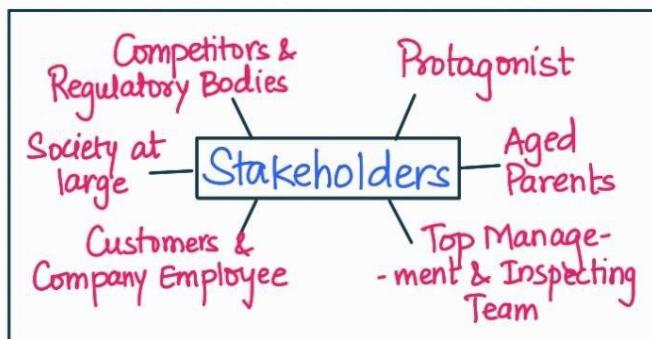
Answer:

Approach:

- **Introduction:** Shortly analyse the case study.
- **Body:**
 - options available to you as a member of the Inspecting Team
 - Evaluation of each option
 - Option to adopt
 - ethical dilemmas being faced include
 - Consequences of overlooking the observations raised by the inspecting team
- **Conclusion:** Conclude suitably

Introduction:

The case presents a dilemma for the protagonist, who must decide whether to comply with the top management's order to clear a poor-quality consignment or to raise concerns about the potential damage to the company's reputation. The available options include compliance, refusal to sign off, seeking guidance, or reporting anonymously.



Body:

- Under the given conditions, the options available to you as a member of the Inspecting Team are:
 - **Comply with the top management's directive** and clear the consignment for the domestic market, overlooking the poor quality.
 - **Refuse to sign off** on the consignment and insist on maintaining quality standards, even if it means potential consequences such as termination.
 - **Seek guidance** or advice from a higher authority within the company or an external regulatory body to address the ethical dilemma.

- **Report the situation anonymously** to relevant authorities or regulatory bodies to ensure that the company's actions are brought to light.

(b) Evaluation of each option:

- **Complying with the top management's directive:** This option prioritizes job security but compromises ethical standards and risks long-term consequences for the company's reputation and customer satisfaction.
- **Refusing to sign off on the consignment:** This option upholds ethical principles but may result in job loss and financial implications for you and your dependents. It demonstrates integrity and a commitment to maintaining quality standards.
- **Seeking guidance from a higher authority or external regulatory body:** This option involves reaching out for support and guidance to address the ethical dilemma and ensure proper actions are taken. It can provide a pathway to resolve the situation while minimizing personal risks.
- **Reporting anonymously to relevant authorities:** This option aims to expose the company's unethical practices and ensure accountability. It may have consequences for job security and personal well-being but can contribute to long-term industry improvements and protect consumer interests.

(c) Option to adopt:-

- The most appropriate option to adopt would depend on individual values, personal circumstances, and risk tolerance. However, upholding ethical standards and maintaining integrity should be a priority.
- Refusing to sign off on the consignment, despite potential consequences, demonstrates a commitment to quality and professional ethics.

(d) The ethical dilemmas being faced include:

- Balancing personal and financial responsibilities with professional integrity.
- Navigating the pressure to compromise on quality for short-term gains.
- Considering the potential impact on the company's reputation and customer trust.
- Evaluating the implications of job security and potential termination.

(e) Consequences of overlooking the observations raised by the inspecting team can include:

- **Damage to reputation:** Allowing poor-quality products to enter the market can tarnish the company's reputation, leading to customer dissatisfaction, negative reviews, and a decline in sales.
- **Legal and regulatory issues:** If the poor quality of the consignment causes harm or safety concerns, the company may face legal liabilities, lawsuits, and penalties from regulatory bodies.
- **Loss of customer trust:** Consumers may lose confidence in the brand, resulting in a loss of market share and decreased customer loyalty.
- **Negative impact on future business opportunities:** Overseas markets may reject future consignments due to a tarnished reputation, hindering the company's expansion plans and potential growth.
- **Employee morale and ethics:** Overlooking quality issues can create a culture of unethical behavior within the organization, leading to demotivated employees and potential employee turnover.
- **Long-term sustainability:** Compromising on quality standards can undermine the company's long-term success and sustainability in a competitive market.

Conclusion:

It is crucial to consider these potential consequences and make decisions that align with ethical principles and long-term business interests.

- Q5. Rakesh was working as Joint Commissioner in the Transport Department of a city. As a Part of his Job profile, among others, he was entrusted with the task of overseeing the control and functioning of the City Transport Department. A case of strike by the drivers' union of City Transport Department over the issue of Compensation to a driver who died on duty while driving the bus came up before him for decision in the matter. He gathered that the driver (deceased) was plying Bus No. 528 which Passed through busy and congested roads of the city. It so happened that near an intersection on the way, there was an accident involving the bus and a car driver by a middle-aged man. It**

was found that there was an altercation between the driver and the car driver. Heated arguments between them led to a fight and the driver gave him a blow. Lot of passersby had gathered and tried to intervene but without success. Eventually, both of them were badly injured and profusely bleeding and were taken to the nearby hospital. The driver succumbed to the injuries and could not be saved. The middle-aged driver's condition was also critical but after a day, he recovered and was discharged. Police had immediately arrived at the spot of the accident and an FIR was registered. Police investigation revealed that the quarrel in question was started by the bus driver and he had resorted to physical violence. There was an exchange of blows between them. The City Transport Department management is considering not giving any extra compensation to the driver's (deceased) family. The family is very aggrieved, depressed and agitated against the discriminatory and non-sympathetic approach of the City Transport Department management. The bus driver (deceased) was 52 years of age, was survived by his wife and two school-college going daughters. He was the sole earner of the family. The City Transport Department workers' union took up this case and when found no favorable response from the management, decided to go on strike. The union's demand was two-fold. First was full extra compensation as given to other drivers who died on duty and secondly employment to one family member. The strike has continued for 10 days and the deadlock remains.

- (a) What are the options available to Rakesh to meet the above situation?
- (b) Critically examine each of the options identified by Rakesh.
- (c) What are the ethical dilemmas being faced by Rakesh?
- (d) What course of action would Rakesh adopt to diffuse the above situation?

Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - Options available to Rakesh to meet the situation
 - Critical examination of each option
 - Ethical dilemmas faced by Rakesh
 - Course of action Rakesh may adopt to diffuse the situation
- **Conclusion:** Prospective way forward.

Introduction:

The case presents a complex situation involving the death of a bus driver during an altercation, leading to a strike by the drivers' union and a standoff between the union, the deceased driver's family, and the City Transport Department management. Rakesh, as the Joint Commissioner, is faced with the task of resolving the situation. The analysis will focus on the stakeholders involved and their interests.



Body:

(a) Options available to Rakesh to meet the situation:

1. Approve the union's demands and provide full extra compensation to the deceased driver's family, along with employment for one family member.
2. Reject the union's demands and maintain the current policy of compensation for drivers who died on duty.

3. Initiate a dialogue with the union and the deceased driver's family to understand their concerns and explore possible solutions.
4. Seek legal advice to determine the appropriate course of action in line with the law and department policies.

(b) Critical examination of each option:

1. Approve the union's demands and provide full extra compensation to the deceased driver's family, along with employment for one family member.

Positives:

- Demonstrates empathy and support towards the deceased driver's family.
- Likely to appease the union and end the strike.
- Maintains a positive public image for the City Transport Department.

Negatives:

1. Sets a precedent for similar demands from other drivers or unions.
2. May strain the department's financial resources.
3. Could create dissatisfaction among other employees who may feel their demands are not being met equally.

2. Reject the union's demands and maintain the current policy of compensation for drivers who died on duty.

Positives:

- Upholds consistency in compensation policies.
- Demonstrates adherence to established rules and regulations.
- Avoids potential strain on the department's finances.

Negatives:

- Escalates the strike and leads to prolonged unrest among the transport department workers.
- May damage the department's public image and reputation.
- Increases the likelihood of further disputes and conflicts with the union.

3. Initiate a dialogue with the union and the deceased driver's family to understand their concerns and explore possible solutions.

Positives:

- Demonstrates a willingness to listen and understand the grievances of the union and the family.
- Provides an opportunity to find a mutually agreeable solution.
- Promotes transparency and open communication.

Negatives:

- Dialogue may take time and may not immediately resolve the situation.
- Requires careful negotiation and compromise from both parties.
- There is no guarantee of reaching a satisfactory resolution for all parties involved.

4. Seek legal advice to determine the appropriate course of action in line with the law and department policies.

Positives:

- Ensures compliance with legal obligations and regulations.
- Provides a clear framework for decision-making.
- Reduces the risk of potential legal disputes in the future.

Negatives:

- Legal advice may limit the flexibility of decision-making.
- May not address the emotional and social aspects of the situation.
- Could be perceived as an overly bureaucratic approach that lacks empathy.

(c) Ethical dilemmas faced by Rakesh:

- Balancing the financial constraints of the department with the needs and expectations of the deceased driver's family.
- Addressing the potential discrimination concerns raised by the union and ensuring fairness in compensation policies.
- Maintaining the integrity and reputation of the City Transport Department while making a decision that impacts the workers' morale and public perception.

(d) Course of action Rakesh may adopt to diffuse the situation:

- Rakesh should initiate a dialogue with the union and the deceased driver's family to understand their concerns and grievances.
- He should demonstrate empathy and transparency, explaining the department's financial limitations and legal obligations.
- Rakesh can explore options for providing a reasonable compensation package within the available resources and consider offering support services to the family.
- Open communication and a collaborative approach may help in diffusing the situation and finding a resolution that considers the interests of all stakeholders.

Conclusion:

Rakesh should adopt a comprehensive approach that includes reviewing the compensation policy, engaging in dialogue with the union, seeking legal advice, conducting an internal investigation, and exploring alternative forms of support to diffuse the situation and address the ethical dilemmas at hand.

Q6. You are appointed as an officer heading the section in the Environment Pollution Control Board to ensure compliance and its follow-up. In that region, there were a large number of small and medium industries which had been granted clearance. You learnt that these industries provide employment to many migrant workers. Most of the industrial units have got environmental clearance certificates in their possession. The environmental clearance seeks to curb industries and projects that supposedly hamper the environment and living species in the region. But in practice most of these units remain to be polluting units in several ways like air, water and soil pollution. As such, local people encountered persistent health problems. It was confirmed that the majority of the industries were violating environmental compliance. You issued notice to all the industrial units to apply for a fresh environmental clearance certificate from the competent authority. However, your action met with hostile response from a section of the industrial units, other vested interest persons and a section of the local politicians. The workers also became very hostile to you as they felt that your action would lead to the closure of these industrial units, and the resultant unemployment will lead to insecurity and uncertainty in their livelihood. Many owners of the industries approached you with the plea that you should not initiate harsh action as it would compel them to sell their units, and cause huge Financial loss, or shortage of their products in the market. These would obviously add to the sufferings of the laborers and the consumer alike. The labor union also sent you a representation requesting against the closure of the units. You simultaneously started receiving threats from unknown corners. You however received support from some of your colleagues, who advised you to act freely to ensure environmental compliance. Local NGOs also came to your support and they demanded the closure of the polluting units immediately

- (a) What are the options available to you under the given situation?**
- (b) Critically examine the options listed by you.**
- (c) What type of mechanism would you suggest to ensure environmental compliance?**
- (d) What are the ethical dilemmas you faced in exercising your option?**

Answer:

Approach:

- **Introduction:** Shortly analyse the case study.
- **Body:**
 - Options available to you under the given situation
 - Critical examination of the options
 - Mechanism to ensure environmental compliance
 - Ethical dilemmas faced in exercising your options
- **Conclusion:** Conclude suitably

Introduction:

The situation involves the enforcement of environmental compliance in a region with numerous small and medium industries. The industries are found to be violating environmental regulations, leading to health issues for the local population. The officer in charge is facing opposition from

industrial units, vested interest groups, and politicians, while receiving support from colleagues and NGOs.



Body:

(a) Options available to you under the given situation:

1. Enforce strict action and penalties against the non-compliant industrial units.
2. Engage in dialogue and negotiation with the industrial units to encourage them to adopt environmentally-friendly practices.
3. Seek support from higher authorities or government agencies to address the issue effectively.
4. Collaborate with local NGOs and community members to raise awareness about the environmental impact and seek their cooperation in ensuring compliance.
5. Implement a phased approach, giving the industrial units a specific timeframe to improve their practices gradually.

(b) Critical examination of the options:

Option 1: Enforce strict action and penalties against non-compliant industrial units.

Positives:

- Immediate enforcement can lead to compliance and deter future violations.
- Sends a strong message about the importance of environmental protection.
- Protects the health and well-being of local communities.

Negatives:

- May result in job losses and economic hardships for workers and owners.
- Can create hostility and resistance from industrial units.
- Immediate closures may lead to a shortage of products in the market.

Option 2: Engage in dialogue and negotiation with industrial units to encourage environmentally-friendly practices.

Positives:

- Allows for the possibility of cooperation and long-term changes.
- Provides an opportunity to educate and raise awareness about the environmental impact.
- Can build a relationship of trust and collaboration with industrial units.

Negatives:

- Negotiation may not guarantee immediate compliance.
- Some industrial units may resist or show reluctance to adopt environmentally-friendly practices.
- Requires willingness and commitment from the industrial units.

Option 3: Seek support from higher authorities or government agencies to address the issue effectively.

Positives:

- Provides leverage and resources to tackle non-compliance more effectively.
- Higher authorities can enforce stricter regulations and penalties.
- Can help overcome bureaucratic challenges and delays.

Negatives:

- May involve bureaucratic processes and delays in obtaining support.
- Reliance on higher authorities may limit individual decision-making power.
- Higher authorities may have competing priorities and limited resources.

Option 4: Collaborate with local NGOs and community members to raise awareness and ensure compliance.

Positives:

- Strengthens community engagement and involvement in environmental protection.
- NGOs can provide expertise, resources, and advocacy for compliance.
- Creates a collective effort towards environmental sustainability.

Negatives:

- Building consensus and cooperation among stakeholders may require time and effort.
- Dependence on NGOs and community support may vary based on their availability and capacity.
- Sustaining collaboration and engagement can be challenging in the long run.

Option 5: Implement a phased approach, giving industrial units a specific timeframe to improve their practices gradually.

Positives:

- Allows industrial units to make necessary changes without immediate economic disruptions.
- Provides time for workers and owners to adjust and adapt to new practices.
- Allows for monitoring and evaluation of progress during the phased implementation.

Negatives:

- Progress may be slow, and compliance may not be achieved within the desired timeframe.
- Requires continuous monitoring and enforcement to ensure progress.
- Critics may argue that gradual improvements do not adequately address the immediate environmental concerns.

(c) Mechanism to ensure environmental compliance:

1. Establish a robust monitoring system to regularly assess the industrial units' compliance with environmental regulations.
2. Conduct regular inspections and audits to identify violations and non-compliant practices.
3. Provide necessary training and awareness programs to industrial unit owners and workers regarding the importance of environmental compliance.
4. Implement strict penalties and fines for non-compliance to create a deterrent effect.
5. Encourage the adoption of sustainable and eco-friendly technologies and practices through incentives and rewards.
6. Foster collaboration between the Environment Pollution Control Board, industry associations, NGOs, and other stakeholders to collectively work towards environmental protection.

(d) Ethical dilemmas faced in exercising your options:

1. Balancing environmental protection with economic considerations and the potential impact on livelihoods.
2. Dealing with resistance, hostility, and threats from industrial units and vested interest groups.
3. Ensuring fairness and equal treatment to all stakeholders while upholding environmental regulations.
4. Striving for long-term environmental sustainability while addressing immediate concerns and pressures.

Conclusion:

The case study highlights the challenges of environmental compliance and involves stakeholders such as the officer, industries, workers, politicians, local communities, colleagues, and NGOs. Balancing environmental protection and economic interests presents ethical dilemmas. Resolving the situation requires careful consideration and sustainable solutions.

Q1. Sunil is a young civil servant and has a reputation for his competence, integrity, dedication and relentless pursuit of difficult and onerous jobs. Considering his profile, he was picked up by his bosses to handle a very challenging and sensitive assignment. He was posted in a tribal dominated district notorious for illegal sand mining. Excavating sand from the river belt and transporting it through trucks and selling them in black market was rampant. This illegal sand mining mafia was operating with the support of local functionaries and tribal musclemen who in turn were bribing selected poor tribals and had kept the tribals under fear and intimidation.

Sunil being a sharp and energetic officer immediately grasped the ground realities and the modus operandi followed by the mafia through their devious and dubious mechanism. On making inquiries, he gathered that some of their own office employees are hand in glove with them and have developed a close unholy nexus. Sunil initiated stringent action against them and started conducting raids on their illegal operations of movement of trucks filled with sand. The mafia got rattled as not many officers in the past had taken such strong steps against the mafia. Some of the office employees who were allegedly close to the mafia informed them that the officer is determined to clean up the mafia's illegal sand mining operations in that district and may cause them irreparable damage.

The mafia turned hostile and launched a counter-offensive. The tribal musclemen and mafia started threatening him with dire consequences. His family (wife and old mother) were stalked and were under virtual surveillance and thus causing mental torture, agony and stress to all of them. The matter assumed serious proportions when a muscle man came to his office and threatened him to stop raids, etc., otherwise, his fate will not be different from some of his predecessors (ten years back one officer was killed by the mafia).

- Identify the different options available to Sunil in attending to this situation.
- Critically evaluate each of the options listed by you.
- Which of the above, do you think, would be the most appropriate for Sunil to adopt and why?

Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - Different options available to Sunil in attending to this situation
 - Evaluation of options
 - The most appropriate option
- **Conclusion:** Prospective way forward.

Introduction:

In this case study, Sunil, a young civil servant, is assigned the task of combating illegal sand mining in a tribal-dominated district. He discovers the deep-rooted nexus between the mafia, local functionaries, and tribal musclemen. Sunil takes decisive action, conducting raids and targeting the mafia's operations. However, this leads to threats, harassment, and surveillance of his family.



Body:

(a) The different options available to Sunil in attending to this situation are:

- **Continuing his efforts:** Sunil can choose to continue his raids and crackdown on the illegal sand mining operations despite the threats and challenges. This option demonstrates his determination to uphold the law and combat corruption.
- **Seeking external support:** Sunil can reach out to higher authorities, such as senior officials, police, or anti-corruption agencies, for assistance and protection. This option can provide him with additional resources and security.
- **Relocating or requesting a transfer:** Sunil can consider requesting a transfer to another location or department where his safety and that of his family can be ensured. This option prioritizes personal safety and well-being.

(b) Evaluation of options:

- **Continuing his efforts:**

Positive: Upholding the law, fighting corruption, and maintaining his reputation for competence and integrity.

Negative: Increased risk to his personal safety and the safety of his family due to threats from the mafia.

- **Seeking external support:**

Positive: Access to additional resources, expertise, and security provided by higher authorities or specialized agencies.

Negative: Potential backlash from corrupt officials or lack of immediate assistance due to bureaucratic procedures.

- **Relocating or requesting a transfer:**

Positive: Ensuring the safety of himself and his family by moving away from the immediate threat.

Negative: Potential disruption to his career and the loss of an opportunity to combat corruption in the current district.

(c) The most appropriate option for Sunil would be to seek external support while continuing his efforts.

Conclusion:

By reaching out to higher authorities and anti-corruption agencies, he can gain additional resources, protection, and expertise to effectively tackle the illegal sand mining mafia. This option allows him to uphold his principles and integrity while mitigating the risks to his personal safety and that of his family. It also ensures that his efforts are not undermined by internal corruption and intimidation.

Q2. You are Vice Principal of a degree college in one of the middle-class towns. Principal has recently retired and management is looking for his replacement. There are also feelers that the management may promote you as principal. In the meantime, during the annual examination the flying squad which came from the university caught two students red-handed involved in unfair means. A senior lecturer of the college was personally helping these students in this act. This senior lecturer also happens to be close to the management. One of the students was the son of a local politician who was responsible for getting the college affiliated to the present reputed university. The second student was the son of a local businessman who has donated maximum funds for running the college. You immediately informed the management regarding this unfortunate incident. The management told you to resolve the issue with the flying squad at any cost. They further said that such incidents will not only tarnish the image of the college but also the politicians and businessmen are very important personalities for the functioning of the college. You were also given a hint that your further promotion to Principal depends on your capability in resolving this issue with the flying squad. In the meantime, you were intimidated by your administrative officer that certain members of the student union are protesting outside the college gate against the senior lecturer and the students involved in this incident and demanding strict action against defaulters.

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

- (b) Critically examine the options available with you as Vice Principal. What option will you adopt and why?

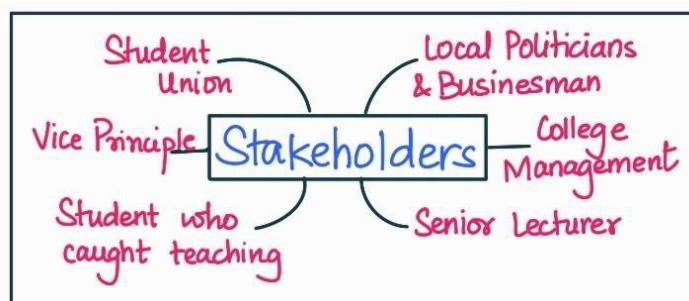
Answer:

Approach:

- **Introduction:** Shortly analyse the case study.
- **Body:**
 - Ethical Issues
 - Options Available
 - Preferred Option
- **Conclusion:** Conclude suitably

Introduction:

In the given case study, the Vice Principal of a college is faced with an ethical dilemma involving unfair means during examinations and the involvement of a senior lecturer who has close connections with influential individuals.



Body:

(a) Ethical Issues:

- **Academic Integrity:** The involvement of students in unfair means and the senior lecturer aiding them raises concerns about academic integrity and the values of honesty and fairness.
- **Nepotism and Favoritism:** The fact that one student is the son of a local politician and the other is the son of a prominent businessman suggests the possibility of favoritism and unfair treatment based on personal connections.
- **Misuse of Power:** The management's pressure to resolve the issue at any cost, considering the reputation of influential individuals, raises questions about the misuse of power and compromising ethical principles for personal gain.
- **Conflict of Interest:** The close relationship between the senior lecturer and the management, as well as the potential impact on the promotion prospects of the Vice Principal, creates a conflict of interest in dealing with the situation objectively.

(b) Options Available:

Option 1: Cover-up and Suppression

Positives:

- Protects the reputation of the college in the short term.
- May secure the Vice Principal's promotion, as directed by the management.
- Maintains a harmonious relationship with influential individuals involved.

Negatives:

- Compromises academic integrity and ethical standards.
- Creates a culture of dishonesty and unfairness.
- Damages the trust of students, faculty, and the community.
- Sets a harmful precedent for future incidents of academic misconduct.
- Could lead to long-term consequences if the truth is eventually exposed.

Option 2: Transparent Investigation and Action

Positives:

- Upholds academic integrity and ethical principles.
- Demonstrates fairness and justice to all students.

- Preserves the reputation of the college in the long term.
- Fosters a culture of honesty and integrity.
- Builds trust and credibility among students, faculty, and the community.

Negatives:

- May lead to conflicts with the management and face resistance.
- Risks potential repercussions for the Vice Principal's promotion.
- Could result in negative publicity or backlash from influential individuals.
- Requires a thorough investigation, which may consume time and resources.

Preferred Option:

- The Vice Principal should opt for a transparent investigation and take appropriate action based on the evidence.
- Upholding academic integrity and fairness is crucial for the reputation of the college in the long run.
- By demonstrating a commitment to ethical principles, the Vice Principal can establish trust among students, faculty, and the community.

Conclusion:

While this option may entail risks and potential conflicts, it aligns with professional ethics and promotes the values of honesty and integrity.

Q3. An elevated corridor is being constructed to reduce traffic congestion in the capital of a particular State. You have been selected as project manager of this prestigious project on your professional competence and experience. The deadline is to complete the project in the next two years by 30 June 2021, since this project is to be inaugurated by the Chief Minister before the elections are announced in the second week of July 2021. While carrying out the surprise inspection by the inspection team, a minor crack was noticed in one of the piers of the elevated corridor possibly due to poor material used. You immediately informed the chief engineer and stopped further work. It was assessed by you that a minimum three piers of the elevated corridor have to be demolished and reconstructed. But this process will delay the project minimum by four to six months. But the chief engineer overruled the observation of the inspection team on the ground that it was a minor crack which will not in any way impact the strength and durability of the bridge. He ordered you to overlook the observation of the inspecting team and continue working with the same speed and tempo. He informed you that the minister does not want any delay as he wants the Chief Minister to inaugurate the elevated corridor before the elections are declared. Also informed you that the contractor is a distant relative of the minister and he wants him to finish the project. He also gave you a hint that your further promotion as additional chief engineer is under consideration with the ministry. However, you strongly felt that the minor crack in the pier of the elevated corridor will adversely affect the health and life of the bridge and therefore it will be very dangerous not to repair the elevated corridor.

- (a) Under the given conditions, what are the options available to you as a project manager?
- (b) What are the ethical dilemmas being faced by the project manager?
- (c) What are the professional challenges likely to be faced by the project manager and his response to overcome such challenges?
- (d) What can be the consequences of overlooking the observation raised by the inspecting team?

Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - Options available to the project manager
 - Ethical dilemmas faced by the project manager
 - Professional challenges likely to be faced by the project manager and their response to overcome such challenges
 - Consequences of overlooking the observation raised by the inspecting team
- **Conclusion:** Prospective way forward.

Introduction:

In this case study, the project manager faces an ethical dilemma when a minor crack is noticed in one of the piers of an elevated corridor under construction. The chief engineer, driven by political pressure and personal interests, orders the manager to overlook the crack and continue working at the same speed. The project manager strongly believes that the crack will adversely affect the bridge's health and safety.



Body:

(a) Options available to the project manager:

- Follow the chief engineer's order and continue the work without addressing the crack, prioritizing the completion of the project within the deadline.
- Insist on proper repair and reconstruction of the piers, even if it leads to project delays, ensuring the safety and durability of the elevated corridor.
- Seek guidance from higher authorities or an external expert to make an informed decision on how to proceed.
- Communicate the issue to the Chief Minister directly, highlighting the potential risks and seeking approval for the necessary repairs.
- Consult with the inspecting team and other technical experts to explore alternative solutions that could address the crack while minimizing project delays.

(b) Ethical dilemmas faced by the project manager:

- Balancing the project manager's professional responsibility for quality and safety against political pressures and personal career prospects.
- Maintaining transparency and integrity in decision-making, despite the influence of the minister and contractor who have personal interests in the project.
- Upholding the public interest and the well-being of future users of the elevated corridor, even if it means challenging the authority of superiors.
- Ensuring accountability and avoiding potential legal and moral consequences associated with compromising on safety standards.
- Balancing the short-term objective of completing the project before the elections with the long-term consequences of overlooking a potential risk.

(c) Professional challenges likely to be faced by the project manager and their response to overcome such challenges:

- Communicating the importance of safety and durability to the chief engineer and higher authorities, emphasizing the potential risks associated with not addressing the crack.
- Building a strong case by gathering technical evidence, conducting further inspections, and consulting with experts to support the need for reconstruction.
- Negotiating with the minister and contractor by presenting alternatives that prioritize safety without significantly compromising the project timeline.
- Seeking support from professional networks, industry associations, or regulatory bodies to advocate for adherence to quality standards.
- Documenting all discussions, decisions, and actions taken to maintain a record of the project manager's commitment to professional integrity and due diligence.

(d) Consequences of overlooking the observation raised by the inspecting team:

- Increased risk of structural failure or accidents, potentially endangering the lives of future users of the elevated corridor.

- Reputation damage to the project manager, the college, and the government for compromising on safety standards.
- Potential legal repercussions and liabilities if any accidents or damages occur due to the neglected crack.
- Loss of public trust and confidence in the project and the authorities responsible for its construction.
- Long-term financial implications of retrofitting or repairing the piers after completion, which could be more costly and disruptive compared to addressing the issue during the construction phase.

Conclusion:

Project managers must choose between prioritizing safety and meeting political deadlines. Overlooking the observation raised by the inspection team could have severe consequences for safety, legal liabilities, professional reputation, and public trust. Making the right decision requires upholding integrity and responsible project management.

Q4. The coronavirus disease (COVID-19) pandemic has quickly spread to various countries. As on May 8th, 2020, in India 56342 positive cases of corona had been reported. India with a population of more than 1.35 billion had difficulty in controlling the transmission of coronavirus among its population. Multiple strategies became necessary to handle this outbreak. The Ministry of Health and Family Welfare of India raised awareness about this outbreak and to take all necessary actions to control the spread of COVID-19. The Indian Government implemented a 55-day lockdown throughout the country to reduce the transmission of the virus. Schools and colleges had shifted to an alternative mode of teaching-learning-evaluation and certification. Online mode has become popular these days.

India was not prepared for a sudden onslaught of such a crisis due to limited infrastructure in terms of human resource, money and other facilities needed for taking care of this situation. This disease did not spare anybody irrespective of caste, creed, religion on the one hand and 'have and have not' on the other. Deficiencies in hospital beds, oxygen cylinders, ambulances, hospital staff and crematorium were the most crucial aspects.

You are a hospital administrator in a public hospital at the time when coronavirus had attacked a large number of people and patients were pouring into the hospital day in and day out.

- (a) What are your criteria and justification for putting your clinical and non-clinical staff to attend to the patients knowing fully well that it is highly infectious disease and resources and infrastructure are limited?**
- (b) If yours is a private hospital, whether your justification and decision would remain same as that of a public hospital?**

Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - criteria and justification for assigning clinical and non-clinical staff to attend to patients
 - additional considerations in a private hospital
- **Conclusion:** Conclude suitably

Introduction:

The case study highlights the challenges faced by a hospital administrator during the COVID-19 pandemic in India.

Body:

- (a) In a public hospital facing the COVID-19 pandemic with limited resources and infrastructure, the criteria and justification for assigning clinical and non-clinical staff to attend to patients would be as follows:**

- **Prioritize healthcare workers' safety:** Ensure the availability of personal protective equipment (PPE) to protect staff from infection. Staff safety is paramount to maintain their health and ability to provide care.
- **Specialized training:** Provide comprehensive training to healthcare workers on infection prevention and control measures, including proper use of PPE, hand hygiene, and patient management protocols.
- **Skill-based deployment:** Allocate staff based on their expertise and skills. Assign experienced healthcare professionals to handle critical cases, while utilizing other staff members for non-clinical tasks or less complex patient care.
- **Rotational shifts:** Implement rotational shifts to manage the workload and prevent staff burnout. Adequate rest periods and breaks should be provided to ensure the well-being of healthcare workers.
- **Regular monitoring and support:** Maintain effective communication channels to address staff concerns and provide emotional support. Continuous monitoring of staff health and well-being is crucial to ensure their ability to provide quality care.



(b) In a private hospital, the justification and decision-making process may differ due to varying factors, such as financial considerations and differing patient expectations. While the priority of patient care and staff safety remains the same, additional considerations in a private hospital may include:

- **Financial viability:** Private hospitals may face financial constraints and need to balance patient care with financial sustainability. The allocation of resources, including staff deployment, may need to consider revenue generation capabilities.
- **Service quality and reputation:** Private hospitals often prioritize maintaining a high level of service quality and reputation. Ensuring appropriate staffing levels and efficient patient care is crucial to maintain patient satisfaction and preserve the hospital's reputation.
- **Cost implications:** Private hospitals may need to assess the cost implications of deploying staff to treat COVID-19 patients, including the availability of PPE and other necessary resources. Balancing patient care needs with cost considerations is essential.
- **Adherence to regulations:** Private hospitals must comply with government regulations and guidelines related to infectious disease management. Justifications for staff deployment should align with legal and regulatory requirements.
- **Collaboration with public healthcare:** Private hospitals can consider collaborating with public healthcare facilities during a public health crisis like the COVID-19 pandemic. Sharing resources and expertise can enhance the overall response to the outbreak while ensuring efficient utilization of resources.

Conclusion:

Ensure staff safety, allocate resources effectively, collaborate with stakeholders, implement infection control measures, communicate transparently, and monitor the situation for necessary adaptations.

Q5. A reputed food product company based in India developed a food product for the international market and started exporting the same after getting necessary approvals. The company announced this achievement and also indicated that soon the product will be made available for the domestic consumers with almost the same quality and health benefits. Accordingly, the company got its product approved by the domestic competent authority and launched the product in the Indian market. The company could increase its market share over a period of time and earn substantial profit both domestically and internationally. However, the random sample test conducted by the inspection team found the product being sold domestically in variance with the approval obtained from the competent authority. On further investigation, it was also discovered that the food

company was not only selling products which were not meeting the health standard of the country but also selling the rejected export products in the domestic market. This episode adversely affected the reputation and profitability of the food company.

- What action do you visualize should be taken by the competent authority against the food company for violating the laid down domestic food standard and selling rejected export products in domestic market?
- What course of action is available with the food company to resolve the crisis and bring back its lost reputation?
- Examine the ethical dilemma involved in the case.

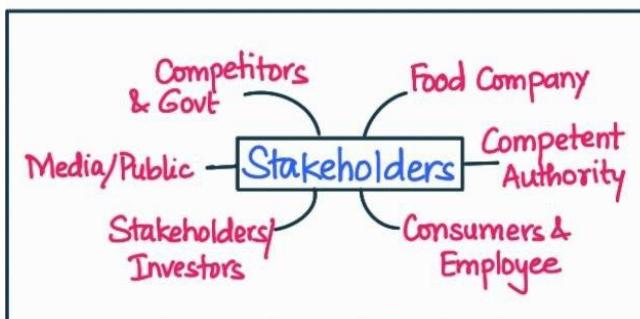
Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - Actions by the competent authority against the food company
 - Actions by the food company to resolve the crisis and regain reputation
 - Ethical dilemma
- **Conclusion:** Conclude arguably.

Introduction:

The food company's violation of domestic food standards and selling rejected export products in the domestic market has resulted in damage to its reputation and profitability.



Body:

(a) Actions by the competent authority against the food company:

- Imposing fines, penalties, or legal consequences for violating domestic food standards.
- Conducting a thorough investigation to ensure consumer safety and prevent future incidents.
- Potential product recall or suspension of the company's license.

(b) Actions by the food company to resolve the crisis and regain reputation:

- Recall and replace non-compliant and rejected products from the market.
- Apologize to consumers and stakeholders for the quality control lapse.
- Conduct an internal review to identify and rectify quality control issues.
- Improve communication and transparency with consumers.
- Implement stricter quality control measures to comply with standards and regain trust.

(c) Ethical dilemma:

- Compromising consumer safety and health by selling non-compliant and rejected products.
- Lack of transparency and honesty in product labeling and marketing.
- Balancing profit motives with responsibility towards public health.
- Upholding integrity and prioritizing consumer well-being.
- Rebuilding trust and demonstrating accountability to regain reputation.

Conclusion:

- Take immediate action to recall and replace non-compliant and rejected products.
- Strengthen quality control processes to ensure compliance with standards.
- Communicate openly and transparently with consumers and stakeholders.
- Rebuild reputation through marketing campaigns and addressing consumer concerns.

Q6. Pawan has been working as an officer in the State Government for the last ten years. As a part of routine transfer, he was posted to another department. He joined a new office along with five other colleagues. The head of the office was a senior officer conversant with the functioning of the office. As a part of general inquiry, Pawan gathered that his senior officer carries the reputation of being a difficult and insensitive person having his own disturbed family life. Initially, all seemed to go well. However, after some time Pawan felt that the senior officer was belittling him and at times unreasonable. Whatever suggestions given or views expressed by Pawan in the meetings were summarily rejected and the senior officer would express displeasure in the presence of others. It became a pattern of boss' style of functioning to show him in a bad light highlighting his shortcomings and humiliating publicly. It became apparent that though there were no serious work-related problems/shortcomings, the senior officer was always on one pretext or the other and would scold and shout at him. The continuous harassment and public criticism of Pawan resulted in loss of confidence, self-esteem and equanimity. Pawan realized that his relationship with his senior officer was becoming more toxic and due to this, he felt perpetually tense, anxious and stressed. His mind was occupied with negativity and caused him mental torture, anguish and agony. Eventually, it badly affected his personal and family life. He was no longer joyous, happy and content even at home. Rather without any reason he would lose his temper with his wife and other family members. The family environment was no longer pleasant and congenial. His wife who was always supportive to him also became a victim of his negativity and hostile behavior. Due to harassment and humiliation suffered by him in the office, comfort and happiness virtually vanished from his life. Thus, it damaged his physical and mental health.

- (a) What are the options available with Pawan to cope with the situation?
- (b) What approach Pawan should adopt for bringing peace, tranquility and congenial environment in the office and home?
- (c) As an outsider, what are your suggestions for both boss and subordinate to overcome this situation and for improving the work performance, mental and emotional hygiene?
- (d) In the above scenario, what type of training would you suggest for officers at various levels in the government offices?

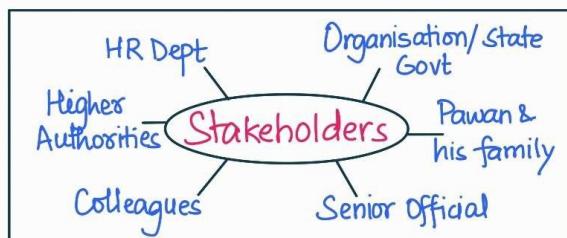
Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - Options available for Pawan to cope with the situation
 - Approach for peace, tranquility, and congenial environment
 - Suggestions for boss and subordinate
- **Conclusion:** Conclude suitably

Introduction:

The case study involves Pawan, an officer facing harassment and humiliation from his senior officer, resulting in negative impacts on his personal and professional life.



Body:

(a) Options available for Pawan to cope with the situation:

1. **Confront the senior officer:** Pawan can have a direct conversation with the senior officer to address the issues and express how the behavior is affecting him.

- 2. Seek support from colleagues:** Pawan can discuss the situation with his colleagues and seek their support and guidance on how to deal with the senior officer's behavior.
- 3. Document incidents:** Pawan can maintain a record of instances of harassment or unreasonable behavior to have evidence if needed in the future.
- 4. Report to higher authorities:** If the situation does not improve, Pawan can escalate the matter to higher authorities or human resources department within the organization.
- 5. Seek counseling or therapy:** Pawan can seek professional help to manage the stress and emotional impact of the situation.

(b) Approach for peace, tranquility, and congenial environment:

- 1. Open communication:** Pawan should initiate open and constructive communication with the senior officer to address any misunderstandings and find common ground.
- 2. Maintain professionalism:** Pawan should maintain a professional attitude and behavior, focusing on his work and not letting the senior officer's behavior affect his own conduct.
- 3. Seek support from colleagues:** Building positive relationships with colleagues can create a support network and a more conducive work environment.
- 4. Practice self-care:** Pawan should prioritize self-care, including activities such as exercise, hobbies, and spending quality time with loved ones, to maintain emotional well-being.
- 5. Seek guidance from superiors:** Pawan can seek guidance and support from his immediate superiors or mentors within the organization to navigate the situation.

(c) Suggestions for boss and subordinate:

For the boss:

- 1. Develop emotional intelligence:** The boss should work on understanding and managing their own emotions and empathizing with others to create a positive work environment.
- 2. Provide constructive feedback:** Instead of public humiliation, the boss should provide constructive feedback to help subordinates grow and improve their performance.
- 3. Encourage open communication:** The boss should foster a culture of open communication where subordinates feel comfortable expressing their ideas and concerns.
- 4. Lead by example:** The boss should demonstrate professionalism, respect, and fairness in their own behavior to set a positive tone for the team.
- 5. Provide mentoring and support:** The boss should offer guidance and support to subordinates, helping them develop their skills and reach their full potential.

For the subordinate:

- 1. Maintain professionalism:** The subordinate should maintain a professional attitude and behavior, focusing on their work and not getting affected by the boss's negativity.
- 2. Seek clarification:** If there are misunderstandings or unclear expectations, the subordinate should seek clarification from the boss to avoid further conflicts.
- 3. Build a support network:** Developing positive relationships with colleagues can provide emotional support and create a more positive work environment.
- 4. Seek opportunities for growth:** The subordinate should focus on personal and professional development, seeking opportunities to enhance their skills and knowledge.
- 5. Practice self-care:** Prioritizing self-care, managing stress, and seeking support from outside the workplace can help maintain mental and emotional well-being.

(d) Training suggestions for officers at various levels:

- 1. Leadership and communication skills:** Training programs focusing on effective leadership and communication skills can help officers manage conflicts and create a positive work environment.
- 2. Emotional intelligence and empathy:** Training on emotional intelligence and empathy can help officers understand and manage their emotions, as well as build positive relationships with colleagues.
- 3. Conflict resolution and negotiation:** Training in conflict resolution and negotiation techniques can equip officers with skills to address conflicts and reach mutually beneficial solutions.
- 4. Stress management and well-being:** Training programs that address stress management techniques and promote overall well-being can help officers cope with work-related pressures and maintain a healthy work-life balance.
- 5. Diversity and inclusion:** Training on diversity and inclusion can promote understanding, respect, and inclusivity among officers, fostering a more harmonious and supportive work environment.

- 6. Ethical conduct and professionalism:** Training programs focusing on ethical conduct, professional standards, and ethical decision-making can help officers navigate challenging situations with integrity.

Conclusion:

By investing in these training programs, government offices can foster a healthier and more productive work environment, benefiting both the officers and the organization as a whole.

2020

- Q1. Rajesh Kumar is a senior public servant with a reputation of honesty and forthrightness, currently posted in the Finance Ministry as Head of the Budget Division. His department is presently busy organizing the budgetary support to the states, four of which are due to go to the polls within the financial year.**

This year's annual budget had allotted Rs. 8300 crores for the National Housing Scheme (NHS), a centrally sponsored social housing scheme for the weaker sections of society. 775 crores have been drawn for the NHS till June.

The Ministry of Commerce had long been pursuing a case for setting up a Special Economic Zone (SEZ) in a southern state to boost exports. After two years of detailed discussions between the center and state, the Union Cabinet approved the project in August. The process was initiated to acquire the necessary land.

Eighteen months ago, a leading Public Sector Unit (PSU) had projected the need for setting up a large natural gas processing plant in a northern state for the regional gas grid. The required land is already in possession of the PSU. The gas grid is an essential component of the national energy security strategy. After three rounds of global bidding, the project was allotted to an MNC, M/s XYZ Hydrocarbons. The first tranche of payment to the MNC is scheduled to be made in December.

The Finance Ministry was asked for a timely allocation of an additional Rs. 6000 crores for these two developmental projects. It was decided to recommend re-appropriation of this entire amount from the NHS allocation. The file was forwarded to the Budget Department for their comments and further processing. On studying the case file, Rajesh Kumar realized that this re-appropriation may cause inordinate delay in the execution of NHS, a project much publicized in the rallies of senior politicians. Correspondingly, non-availability of finances would cause financial loss in the SEZ and national embarrassment due to delayed payment in an international project.

Rajesh Kumar discussed the matter with his seniors. He was conveyed that this politically sensitive situation needs to be processed immediately. Rajesh Kumar realized that diversion of funds from the NHS could raise difficult questions for the government in the Parliament.

Discuss the following with reference to this case:

- Ethical issues involved in re-appropriation of funds from a welfare project to the developmental projects.
- Given the need for proper utilization of public funds, discuss the options available to Rajesh Kumar. Is resigning a worthy option?

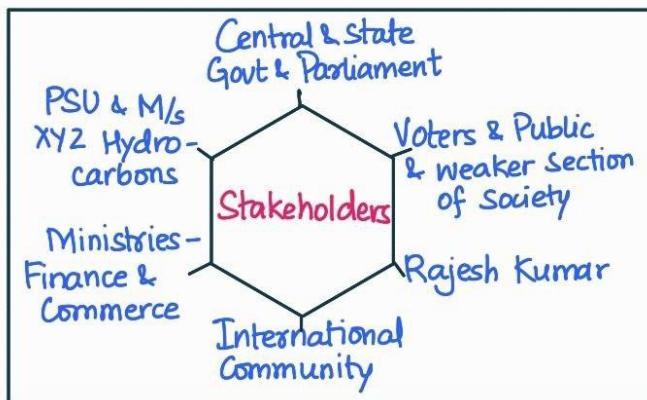
Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - Ethical issues involved in re-appropriation of funds from a welfare project to the developmental projects
 - Options available to Rajesh Kumar and the worthiness of resigning
- **Conclusion:** Prospective way forward.

Introduction:

Rajesh Kumar, a senior public servant, faces the dilemma of re-appropriating funds from a welfare project to developmental projects. The re-appropriation of funds raises ethical concerns and comprises the National Housing Scheme's intended purpose. It can lead to financial implications, political sensitivity, and potential backlash from stakeholders.

**Body:****(a) Ethical issues involved in re-appropriation of funds from a welfare project to the developmental projects:**

1. **Misallocation of funds:** Re-appropriating funds from the National Housing Scheme (NHS), which is meant for the weaker sections of society, to other developmental projects raises ethical concerns as it diverts resources from a welfare project to projects with different objectives.
2. **Prioritization of projects:** There is an ethical dilemma in deciding which projects should receive funding priority. Balancing the needs of social welfare projects and developmental projects requires careful consideration to ensure equitable allocation of resources.
3. **Transparency and accountability:** Transparency and accountability are crucial ethical considerations in public finance management. Any diversion of funds should be done transparently and with clear justifications to maintain public trust and confidence.
4. **Political influence:** The decision to re-appropriate funds may be influenced by political considerations, which can undermine the integrity of the allocation process. The potential for political pressure raises concerns about fair and unbiased decision-making.
5. **Impact on beneficiaries:** Re-appropriating funds from the NHS could negatively affect the intended beneficiaries, as it may result in delayed or compromised implementation of the housing scheme, impacting the welfare and well-being of the weaker sections of society.
6. **Long-term consequences:** Ethical considerations extend beyond immediate outcomes. Re-appropriating funds from welfare projects may have long-term consequences for social development and public perception of government commitment to addressing social issues.

(b) Options available to Rajesh Kumar and the worthiness of resigning:

1. **Raise concerns internally:** Rajesh Kumar can voice his concerns to his superiors and colleagues within the Finance Ministry, highlighting the potential negative consequences of re-appropriation. This can contribute to a more informed decision-making process.
2. **Propose alternative solutions:** Rajesh Kumar can suggest alternative funding sources or explore the possibility of seeking additional funds from other government departments or external sources to finance the developmental projects, without compromising the NHS.
3. **Advocate for transparency and accountability:** Rajesh Kumar can emphasize the importance of transparency and accountability in the allocation of public funds. He can push for a thorough evaluation of the impact and implications of re-appropriation, ensuring that decisions are made in the best interest of the public.
4. **Seek legal or expert advice:** Rajesh Kumar can consult legal or financial experts to understand the implications of re-appropriation and explore possible legal avenues to address the issue. This can help him make informed decisions and navigate the ethical complexities involved.
5. **Consider resignation:** Resigning may be a personal choice for Rajesh Kumar if he believes that his concerns are not being adequately addressed and if he feels that his ethical principles are being compromised. However, resignation should be a last resort and carefully considered, weighing the potential impact and effectiveness of other available options.
6. **Whistleblowing:** If Rajesh Kumar discovers any wrongdoing or illegal activities related to the allocation of funds, he may consider whistleblowing to appropriate authorities or agencies responsible for overseeing public finance management. This can help expose any unethical practices and ensure accountability.

Conclusion:

- Explore alternative funding sources.
- Communicate openly with stakeholders.
- Uphold ethical principles.
- Seek guidance and support.
- Monitor and assess outcomes.

Q2. The Chairman of Bharat Missiles Ltd (BML) was watching a program on TV wherein the Prime Minister was addressing the nation on the necessity of developing a self-reliant India. He subconsciously nodded in agreement and smiled to himself as he mentally reviewed BML's journey in the past two decades. BML had admirably progressed from producing first generation anti-tank guided missiles (ATGMs) to designing and producing state of the art ATGM weapon systems that would be the envy of any army. He sighed in reconciliation with his assumptions that the government would probably not alter the status quo of a ban on exports of military weaponry.

To his surprise, the very next day he got a telephone call from the Director General, Ministry of Defence, asking him to discuss the modalities of increasing BML production of ATGMs as there is a possibility of exporting the same to a friendly foreign country. The Director General wanted the Chairman to discuss the details with his staff at Delhi next week.

Two days later, at a press conference, the Defence Minister stated that he aims to double the current weapons export levels within five years. This would give an impetus to financing the development and manufacture of indigenous weapons in the country. He also stated that all indigenous arms manufacturing nations have a very good record in international arms trade.

- (a) As Chairman of BML, what are your views on the following points?
- (b) As an arms exporter of a responsible nation like India, what are the ethical issues involved in arms trade?

Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - Views of the Chairman of BML
 - Ethical issues in arms trade
- **Conclusion:** Conclude suitably

Introduction:

BML, a missile manufacturer, receives a request to increase production for potential arms exports. The Chairman reflects on the government's focus on self-reliance. The defense minister aims to double weapons exports to support indigenous development. Ethical factors include responsible arms trade and adherence to international norms. The decision to sell arms requires careful consideration of risks, consultation with experts, transparency, and promoting responsible use.



Body:

(a) Views of the Chairman of BML:

1. The Chairman is likely to feel proud of BML's progress and achievements in the field of missile production.

2. The Chairman may view the possibility of exporting ATGMs as a great opportunity to showcase BML's capabilities on the international stage.
3. The Chairman might be excited about the potential financial benefits that could be gained from arms exports, which could contribute to the growth and development of BML.
4. The Chairman may be concerned about the need to increase production capacity to meet the demands of both domestic and potential foreign clients.
5. The Chairman might also be cautious about the potential risks and challenges associated with arms exports, such as ensuring compliance with international regulations and safeguarding national security interests.

(b) Ethical issues in arms trade:

1. **Human rights considerations:** Selling arms to countries with a history of human rights abuses raises ethical concerns regarding the potential misuse of weapons against civilian populations.
2. **Destabilization of regions:** Arms exports to regions experiencing conflicts or tensions can contribute to the escalation of violence and instability, leading to humanitarian crises.
3. **Supporting oppressive regimes:** Selling arms to governments with authoritarian or oppressive practices can be seen as indirectly endorsing or enabling such regimes.
4. **Non-proliferation of weapons:** Ethical considerations arise when exporting weapons to countries that may use them to develop or enhance their own weapons of mass destruction, potentially fueling arms races.
5. **Transparency and accountability:** The ethical aspect involves ensuring transparency in arms trade, preventing corruption, and ensuring responsible end-use of weapons to prevent diversion to unauthorized entities or illicit activities.

Conclusion:

1. Assess risks and benefits.
2. Consult experts.
3. Follow international norms.
4. Ensure transparency.
5. Promote dialogue and responsible use.

Q3. Rampura, a remote district inhabited by a tribal population, is marked by extreme backwardness and abject poverty. Agriculture is the mainstay of the local population, though it is primarily subsistence due to the very small landholdings. There is insignificant industrial or mining activity. Even the targeted welfare programs have inadequately benefited the tribal population. In this restrictive scenario, the youth has begun to migrate to other states to supplement the family income. Plight of minor girls is that their parents are persuaded by labor contractors to send them to work in the Bt Cotton farms of a nearby state. The soft fingers of the minor girls are well suited for plucking the cotton. The inadequate living and working conditions in these farms have caused serious health issues for the minor girls. NGOs in the districts of domicile and the cotton farms appear to be compromised and have not effectively espoused the twin issues of child labour and development of the area.

You are appointed as the District Collector of Rampura. Identify the ethical issues involved. Which specific steps will you initiate to ameliorate the conditions of minor girls of your district and to improve the overall economic scenario in the district.

Answer:

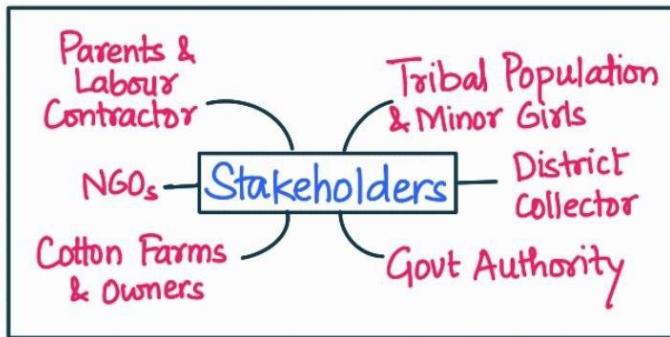
Approach:

- **Introduction:** Contextual Introduction related to case.
- **Body:**
 - Ethical issues involved in the case study.
 - Specific steps to ameliorate the conditions of minor girls and improve the overall economic scenario in the district.
- **Conclusion:** Prospective way forward.

Introduction:

The district of Rampura faces extreme backwardness and poverty, with a tribal population relying on subsistence agriculture.

The migration of youth and the exploitation of minor girls in cotton farms highlight the challenges in the area. NGOs and welfare programs have been ineffective, exacerbating the situation.



Body:

Ethical issues involved in the case study:

- Exploitation of minor girls:** The use of child labor in the cotton farms is a violation of their rights and exposes them to unsafe working conditions.
- Lack of protection and support:** The failure of parents, labor contractors, and NGOs to provide adequate protection and support to the minor girls contributes to their vulnerability and compromised well-being.
- Neglect of welfare programs:** The inadequate implementation of targeted welfare programs demonstrates a lack of commitment to addressing the needs of the tribal population in Rampura.
- Compromise of NGOs:** The compromised state of NGOs in the area raises concerns about their integrity and effectiveness in advocating for the rights of the minor girls and promoting development in the district.

Specific steps to ameliorate the conditions of minor girls and improve the overall economic scenario in the district:

- Strengthen child protection measures:** Implement strict enforcement of child labor laws and regulations to prevent the exploitation of minor girls in the cotton farms.
- Empower and educate parents:** Provide awareness programs and support to parents, emphasizing the importance of education and discouraging child labor.
- Improve access to education:** Establish and enhance educational infrastructure in Rampura, ensuring that all children, including minor girls, have access to quality education.
- Enhance healthcare facilities:** Establish healthcare centers in Rampura to address the health issues faced by the minor girls and the wider community, providing medical assistance and preventive care.
- Promote skill development and employment opportunities:** Introduce skill development programs and vocational training to equip the youth with employable skills, promoting income generation and reducing migration.
- Strengthen NGOs and civil society engagement:** Collaborate with credible NGOs and civil society organizations to advocate for the rights of minor girls, address systemic issues, and promote sustainable development in Rampura.
- Encourage local entrepreneurship and industry:** Facilitate the establishment of small-scale industries and promote entrepreneurship in sectors suitable for Rampura's resources, creating employment opportunities and improving the economic condition of the district.

Conclusion:

By addressing the ethical issues involved and implementing these specific steps, the District Collector can work towards improving the conditions of minor girls, combating child labor, and fostering sustainable economic development in the district of Rampura.

- Q4. You are a municipal commissioner of a large city, having the reputation of a very honest and upright officer. A huge multipurpose mall is under construction in your city in which a large number of daily wage earners are employed. One night, during monsoons, a big chunk of the roof collapsed causing instant death of four laborers including two minors.**

Many more were seriously injured requiring immediate medical attention. The mishap resulted in a big hue and cry, forcing the government to institute an inquiry.

Your preliminary enquiry has revealed a series of anomalies. The material used for the construction was of poor quality. Despite the approved building plans permitting only one basement, an additional basement has been constructed. This was overlooked during the periodic inspections by the building inspector of the municipal corporation. In your enquiry, you noticed that the construction of the mall was given the green signal despite encroaching on areas earmarked for a green belt and a slip road in the Zonal Master Plan of the city. The permission to construct the mall was accorded by the previous Municipal Commissioner who is not only your senior and well known to you professionally, but also a good friend.

Prima facie, the case appears to be of a widespread nexus between officials of the Municipal Corporation and the builders. Your colleagues are putting pressure on you to go slow in the enquiry. The builder, who is rich and influential, happens to be a close relative of a powerful minister in the state cabinet. The builder is persuading you to hush up the matter, promising you a fortune to do so. He also hinted that if this matter is not resolved at the earliest in his favor; there is somebody in his office who is waiting to file a case against you under the POSH Act.

Discuss the ethical issues involved in the case. What are the options available to you in this situation? Explain your selected course of action.

Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - Ethical issues involved in the case
 - Options available to the municipal commissioner
 - Selected course of action
- **Conclusion:** Conclude suitably

Introduction:

The case study involves the collapse of a mall construction resulting in the death of laborers, corruption, negligence, and influence peddling. The ethical issues include corruption, compromised integrity, exploitation of labor, and disregard for public safety.



Body:

Ethical issues involved in the case:

1. **Corruption:** The use of poor quality materials and violation of building regulations indicate corruption and disregard for public safety.
2. **Negligence:** The failure of the building inspector and other officials to notice and address the violations shows negligence in their duties.
3. **Compromised Integrity:** The friendship between the previous Municipal Commissioner and the current commissioner raises concerns about compromised integrity and favoritism.
4. **Influence and Power:** The close relationship between the builder and a powerful minister highlights the influence and power dynamics at play.
5. **Exploitation:** The exploitation of daily wage laborers, including minors, for cheap labor and their subsequent deaths due to the collapsed roof raises ethical concerns.

Options available to the municipal commissioner:

1. Conduct a thorough and unbiased investigation into the incident, ensuring transparency and accountability.
2. Report the findings to the higher authorities and seek guidance on how to proceed.
3. Refuse any offers or temptations for personal gain or cover-up.
4. Provide support and assistance to the injured laborers and the families of the deceased.
5. Implement measures to prevent similar incidents in the future, such as strict adherence to building regulations and regular inspections.
6. Seek legal advice to protect oneself from false accusations and retaliation.
7. Maintain integrity and uphold the principles of honesty, justice, and public welfare.

Selected course of action:

The municipal commissioner should:

1. Ensure a thorough investigation is conducted, involving relevant experts and agencies.
2. Compile a comprehensive report detailing the violations, negligence, and corruption found during the inquiry.
3. Present the report to higher authorities, including the state government and anti-corruption agencies, without any influence or bias.
4. Provide support to the injured laborers and their families, including medical assistance, compensation, and rehabilitation measures.
5. Implement immediate corrective actions, such as halting the construction, sealing off unsafe areas, and ensuring proper remedial measures are taken.
6. Collaborate with law enforcement agencies to address any threats or attempts of false accusations.
7. Advocate for transparency, accountability, and the enforcement of strict building regulations to prevent similar incidents in the future.

Conclusion:

By choosing the path of integrity and conducting a fair investigation, the Municipal Commissioner can uphold ethical principles, promote transparency, and restore public trust in the municipal administration. This will also send a strong message against corruption and malpractices, setting an example for others in the system to follow.

Q5. Parmal is a small but underdeveloped district. It has rocky terrain that is not suitable for agriculture, though some subsistence agriculture is being done on small plots of land. The area receives adequate rainfall and has an irrigation canal flowing through it. Amria, its administrative center, is a medium-sized town. It houses a large district hospital, an Industrial Training Institute and some privately owned skill training centers. It has all the facilities of a district headquarters. A trunk railway line passes approximately 50 kilometers from Amria. Its poor connectivity is a major reason for the absence of any major industry therein. The state government offers a 10 year tax holiday as an incentive to new industry.

In 2010 Anil, an industrialist, decided to take benefits to set up Amria Plastic Works (APW) in Noora village, about 20 km from Amria. While the factory was being built, Anil hired the required key labor and got them trained at the skill training centers at Amria. This act of his made the key personnel very loyal to APW.

APW started production in 2011 with the labor drawn fully from Noora village. The villagers were very happy to get employment near their homes and were motivated by the key personnel to meet the production targets with high quality. APW started making large profits, a sizable portion of which was used to improve the quality of life in Noora. By 2016, Noora could boast of a greener village and a renovated village temple. Anil liaised with the local MLA to increase the frequency of the bus services to Amria. The government also opened a primary health care center and primary school at Noora in buildings constructed by APW. APW used its CSR funds to set up women's self-help groups, subsidize primary education to the village children and procure an ambulance for use by its employees and the needy.

In 2019, there was a minor fire in APW. It was quickly extinguished as fire safety protocols were in place in the factory. Investigations revealed that the factory had been using electricity in excess of its authorized capacity. This was soon rectified. The next year, due to a nationwide lockdown, the requirement of production fell for four months. Anil decided that all employees would be paid regularly. He employed them to plant

trees and improve the village habitat. APW had developed a reputation of high-quality production and a motivated workforce.

Critically analyze the story of APW and state the ethical issues involved. Do you consider APW as a role model for development of backward areas? Give reasons.

Answer:

Approach:

- **Introduction:** Shortly analyse the case study.
- **Body:**
 - Ethical issues involved in the story of APW
 - APW as a role model for development of backward areas
- **Conclusion:** Prospective way forward.

Introduction:

APW's establishment in Noora village brought employment opportunities and economic development, leading to improved quality of life and infrastructure in the area.

The company's CSR initiatives positively impacted the community, and its adherence to safety protocols and responsible practices enhanced its reputation.



Despite challenges like the fire incident and the COVID-19 lockdown, APW demonstrated resilience and commitment to its employees and the village.

Body:

Ethical issues involved in the story of APW:

- **Employment practices:** Key labor hired from the local village, raising questions about fairness and equal opportunities.
- **Compliance with regulations:** Unauthorized use of excess electricity capacity, indicating potential non-compliance with regulations.
- **Social responsibility:** Using profits for the betterment of Noora village through infrastructure, healthcare, education, and community programs.
- **Environmental impact:** Consideration of the environmental implications of production processes, waste management, and resource consumption.
- **Exploitation:** The reliance on labor from Noora village may raise concerns about exploitation if the wages and working conditions are not fair.
- **Transparency and disclosure:** The company's disclosure of its financial contributions and utilization of CSR funds should be transparent to ensure accountability.
- **Local community engagement:** The extent of meaningful engagement and participation of the local community in decision-making processes and resource allocation.

APW as a role model for development of backward areas:

- **Positive contributions:** Providing employment opportunities near the village, improving infrastructure, and engaging in community development initiatives.
- **Sustainability:** Evaluating the long-term sustainability of APW's business model and its impact on the local economy.
- **Equitable distribution of benefits:** Ensuring that the benefits generated by APW reach all members of the community fairly.
- **Environmental responsibility:** Assessing the company's commitment to environmentally sustainable practices.

- **Local stakeholder involvement:** Considering the extent to which the local community is involved in decision-making processes and the alignment of APW's initiatives with community needs.
- **Skill development:** The impact of APW's training programs on the skill development and employability of local villagers.
- **Economic empowerment:** Assessing the extent to which APW's operations have contributed to the economic empowerment of the local community.
- **Collaborative partnerships:** Evaluating the company's efforts to collaborate with local stakeholders, NGOs, and government agencies to maximize the benefits for the community.
- **Ethical business practices:** Examining the company's commitment to fair trade practices, including labour rights, environmental sustainability, and ethical sourcing.

Conclusion:

1. Sustained employment opportunities for the local community.
2. Skill development programs for continuous improvement.
3. Infrastructure development to attract more investments.
4. Diversification of industries for a robust economy.
5. Environmental sustainability and responsible practices.
6. Collaborative partnerships for community development.
7. Social initiatives for improved quality of life.

Q6. Migrant workers have always remained at the socio-economic margins of our society, silently serving as the instrumental labour force of urban economics. The pandemic has brought them into national focus.

On announcement of a countrywide lockdown, a very large number of migrant workers decided to move back from their places of employment to their native villages. The non-availability of transport created its own problems. Added to this was the fear of starvation and inconvenience to their families. This caused the migrant workers to demand wages and transport facilities for returning to their villages. Their mental agony was accentuated by multiple factors such as a sudden loss of livelihood, possibility of lack of food and inability to assist in harvesting their rabi crop due to not being able to reach home in time. Reports of inadequate response of some districts in providing the essential boarding and lodging arrangements along the way multiplied their fears.

You have learnt many lessons from this situation when you were tasked to oversee the functioning of the District Disaster Relief Force in your district. In your opinion what ethical issues arose in the current migrant crisis? What do you understand by an ethical care giving state? What assistance can the civil society render to mitigate the sufferings of migrants in similar situations?

Answer:

Approach:

- **Introduction:** Shortly analyse the case study.
- **Body:**
 - Ethical issues in the migrant crisis
 - Ethical caregiving state
 - Assistance from civil society
- **Conclusion:** Conclude suitably

Introduction:

The case study highlights the challenges faced by migrant workers during the pandemic-induced lockdown. It raises ethical concerns related to the rights of migrant workers, their dignity, equitable access to resources, humanitarian responsibility, and vulnerability to exploitation.

**Body:****Ethical issues in the migrant crisis:**

- **Right to Livelihood:** The sudden loss of livelihood for migrant workers raised ethical concerns regarding their right to earn a living and support their families.
- **Right to Dignity:** Migrant workers faced challenges related to basic needs such as food, shelter, and healthcare, which raised ethical issues concerning their right to live with dignity.
- **Equity and Justice:** The unequal distribution of resources and assistance during the crisis raised ethical questions about fairness and justice for migrant workers who were already marginalized.
- **Humanitarian Responsibility:** The lack of timely and adequate response from some districts in providing essential support to migrants highlighted ethical concerns about the duty to protect and assist vulnerable populations in times of crisis.
- **Exploitation and Vulnerability:** The plight of migrant workers revealed ethical issues related to their vulnerability to exploitation, unsafe working conditions, and lack of social security.

Ethical caregiving state:

An ethical caregiving state refers to a government that recognizes its moral responsibility to provide care and support to its citizens, especially during times of crisis. It involves ensuring the well-being, dignity, and protection of all individuals, particularly the most vulnerable members of society.

Assistance from civil society:

- **Providing Basic Needs:** Civil society organizations can contribute by providing food, water, and shelter to migrants, addressing their immediate needs.
- **Medical Support:** Offering healthcare facilities and medical assistance to migrants, including access to doctors, medicines, and emergency services.
- **Legal Aid and Advocacy:** Assisting migrants with legal support, ensuring their rights are protected, and advocating for their fair treatment and inclusion in government policies and programs.
- **Emotional Support:** Offering counseling services and emotional support to migrants, addressing their trauma and mental health concerns.
- **Skill Development and Employment:** Assisting migrants in acquiring new skills, connecting them with employment opportunities, and facilitating their reintegration into the workforce.

Conclusion:

These efforts by civil society can help mitigate the sufferings of migrants, address their immediate needs, and work towards long-term solutions for their well-being and inclusion in society.

2019

- Q1. You are heading the rescue operations in an area affected by severe natural calamity. Thousands of people are rendered homeless and deprived of food, drinking water and other basic amenities. Rescue work has been disrupted by heavy rainfall and damage to supply routes. The local people are seething with anger against the delayed limited rescue operations. When your team reaches the affected area, the people there heckle and even assault some of the team members. One of your team members is even severely injured. Faced with this crisis, some team members plead with you to call off the operations fearing threats to their life.**

In such trying circumstances, what will be your response? Examine the qualities of a public servant which will be required to manage the situation.

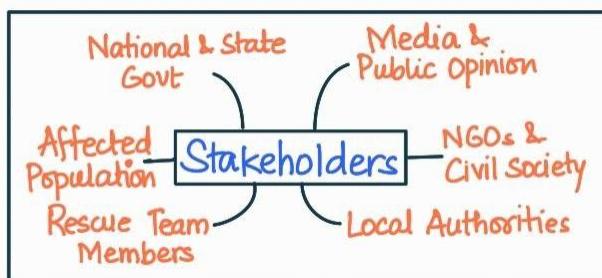
Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - In such a crisis situation, mention the response
 - Qualities of a public servant required to manage the situation
- **Conclusion:** Prospective way forward.

Introduction:

The case study presents a situation where a severe natural calamity has caused extensive damage and left thousands of people homeless and in need of basic amenities. The rescue operations are hindered by heavy rainfall and damaged supply routes, leading to frustration and anger among the affected population. The team members face hostility and even physical assault.



Body:

In such a crisis situation, my response would be as follows:

1. **Prioritize Safety:** Ensuring the safety and well-being of both the rescue team members and the affected population would be my top priority. Immediate medical attention would be provided to the injured team member, and measures would be taken to enhance the safety and security of the team.
2. **Communication and Empathy:** I would engage in effective communication with the affected population, listening to their grievances, and empathizing with their situation. It is important to acknowledge their anger and frustration while assuring them that efforts are being made to address their needs.
3. **Leadership and Decision-Making:** As the head of the rescue operations, I would demonstrate strong leadership qualities by remaining calm, composed, and decisive. Quick decisions would be made to adapt to the challenging circumstances and mitigate further risks.
4. **Collaborative Approach:** I would collaborate with local authorities, community leaders, and other relevant stakeholders to ensure a coordinated and efficient response. By involving the local community in decision-making processes, their trust and cooperation can be gained.
5. **Resource Management:** Given the disrupted supply routes, I would prioritize the efficient utilization of available resources, such as food, water, and medical supplies. Fair and equitable distribution would be ensured to meet the immediate needs of the affected population.
6. **Resilience and Adaptability:** I would encourage the team members to remain resilient in the face of adversity and adapt to changing situations. It is important to maintain a positive attitude and motivate the team to continue their efforts despite the challenges.

Qualities of a public servant required to manage the situation:

- Strong leadership skills to inspire and guide the team
- Excellent communication and interpersonal skills to engage with the affected population
- Empathy and compassion towards the needs of the people
- Crisis management and decision-making abilities
- Resilience and ability to work under pressure
- Collaboration and teamwork to coordinate with multiple stakeholders
- Adaptable and flexible approach to handle unpredictable situations.

Conclusion:

Ensure safety of the team, assess and prioritize needs, improve communication with the community, mobilize resources, collaborate and coordinate with relevant agencies, empower the community, continuously assess and adapt, provide emotional support, ensure accountability, and plan for long-term rehabilitation.

Q2. Honesty and uprightness are the hallmarks of a civil servant. Civil servants possessing these qualities are considered as the backbone of any strong organization. In line of duty, they take various decisions, at times some become bonafide mistakes. As long as such decisions are not taken intentionally and do not benefit personally, the officer cannot be said to be guilty. Though such decisions may, at times, lead to unforeseen adverse consequences in the long-term.

In the recent past, a few instances have surfaced wherein civil servants have been implicated for bonafide mistakes. They have often been prosecuted and even imprisoned. These instances have greatly rattled the moral fiber of the civil servants.

How does this trend affect the functioning of the civil services? What measures can be taken to ensure that honest civil servants are not implicated for bonafide mistakes on their part? Justify your answer.

Answer:

Approach:

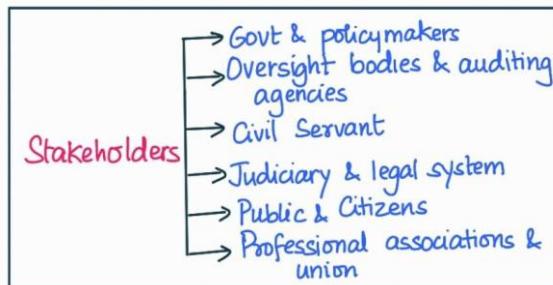
- **Introduction:** Contextual Introduction.
- **Body:**
 - To ensure that honest civil servants are not implicated for bonafide mistakes, mention the several measures
- **Conclusion:** Conclude suitably

Introduction:

Implicating civil servants for bona fide mistakes can erode trust and create a risk-averse culture in the civil services. Measures like clear accountability frameworks, supportive work environments, and fair evaluation processes can help ensure that honest civil servants are not unfairly implicated.

Body:

The trend of implicating honest civil servants for bona fide mistakes has a significant impact on the functioning of the civil services. It creates an atmosphere of fear and uncertainty among civil servants, affecting their morale and willingness to take bold decisions. This can lead to a risk-averse approach, bureaucratic red tape, and hinder effective decision-making and problem-solving within the government.



To ensure that honest civil servants are not implicated for bona fide mistakes, several measures can be taken:

- **Clear Guidelines and Accountability:** Establish clear guidelines and procedures for decision-making and hold civil servants accountable for their actions. This helps in defining the boundaries within which civil servants can exercise their discretion and reduces the scope for unintended mistakes.
- **Training and Capacity Building:** Provide comprehensive training programs to civil servants to enhance their skills and knowledge in their respective domains. This includes training on ethics, decision-making, risk management, and conflict resolution, which can help them navigate complex situations and make informed choices.

- **Supportive Work Environment:** Foster a supportive work environment that encourages open communication, collaboration, and learning from mistakes. Creating a culture where civil servants feel safe to admit and rectify their mistakes without fear of harsh consequences promotes a culture of learning and improvement.
- **Independent Review Mechanism:** Establish an independent review mechanism to assess the actions of civil servants objectively. This mechanism can provide a fair evaluation of their decisions, taking into account the context, available information, and intentions, to determine if mistakes were indeed bonafide.
- **Protection and Legal Safeguards:** Ensure legal safeguards and protection for civil servants who act in good faith but make bonafide mistakes. Shielding them from unnecessary prosecution and imprisonment can instill confidence and encourage honest and ethical conduct among civil servants.

Conclusion:

By implementing these measures, the government can create an environment that supports and nurtures honest civil servants, allowing them to perform their duties effectively while minimizing the fear of unfair repercussions for bonafide mistakes. This ultimately contributes to the efficient functioning of the civil services and promotes a culture of integrity and accountability.

Q3. An apparel manufacturing company having a large number of women employees was losing sales due to various factors. The company hired a reputed marketing executive, who increased the volume of sales within a short span of time. However, some unconfirmed reports came up regarding his indulgence in sexual harassment at the work place.

After sometime, a woman employee lodged a formal complaint to the management against the marketing executive about sexually harassing her. Faced with the company's indifference in not taking cognizance of her grievance, she lodged an FIR with the Police.

Realizing the sensitivity and gravity of the situation, the company called the women employee to negotiate. In that she was offered a hefty sum of money to withdraw the complaint and the FIR and also give in writing that the marketing executive is not involved in this case.

Identify the ethical issues involved in this case: what options are available to the women employee?

Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - The ethical issues involved in this case
 - Options available to the woman employee
- **Conclusion:** Prospective way forward.

Introduction:

The case study involves an apparel manufacturing company that hired a marketing executive who increased sales but was later accused of sexual harassment. The ethical issues involved include sexual harassment in the workplace, failure of the company to address the complaint, offering a bribe to the victim, and attempting to cover up the incident.



Body:

The ethical issues involved in this case are:

1. **Sexual harassment:** The alleged actions of the marketing executive towards the woman employee constitute sexual harassment, which is a violation of her rights and creates a hostile work environment.
2. **Gender equality:** The company's indifference towards the woman employee's grievance raises concerns about gender equality and fair treatment in the workplace.
3. **Integrity and honesty:** The company's attempt to bribe the woman employee by offering a hefty sum of money to withdraw the complaint and provide a false statement undermines integrity and honesty.
4. **Legal and regulatory compliance:** The company's failure to address the complaint appropriately and attempt to resolve the issue through unethical means could potentially violate legal and regulatory requirements related to sexual harassment and employee rights.
5. **Duty to protect employees:** The company has an ethical responsibility to protect its employees from harm and create a safe working environment. Failing to promptly and effectively address the complaint undermines this duty and raises concerns about the organization's commitment to employee well-being.

Options available to the woman employee:

1. **Pursue legal action:** She can choose to continue with the FIR and legal proceedings, seeking justice and holding the marketing executive accountable for his actions.
2. **Seek support from advocacy groups:** The woman employee can reach out to organizations or support groups that specialize in handling sexual harassment cases. They can provide guidance, resources, and legal assistance.
3. **Report to higher authorities:** If the management of the company is unresponsive or complicit, she can report the matter to higher authorities such as labor commissions or relevant government agencies responsible for ensuring workplace safety and gender equality.
4. **Consult an attorney:** Seeking legal advice from an attorney specializing in employment law can help the woman employee understand her rights, options, and potential legal recourse.
5. **Document evidence:** It is crucial for the woman employee to gather any evidence she may have to support her claim, such as emails, messages, or witnesses who can corroborate her allegations. This documentation can strengthen her case during legal proceedings.
6. **Seek emotional support:** Going through a situation like this can be emotionally challenging. The woman employee should reach out to friends, family, or support groups to seek emotional support and guidance throughout the process.
7. **Explore alternative resolution methods:** Depending on the circumstances and the woman employee's preferences, she may consider alternative dispute resolution methods, such as mediation or arbitration, to address the issue outside of the traditional legal system.

Way Forward:-

- **Take the complaint seriously:** The company should prioritize the woman employee's complaint and conduct a thorough investigation into the alleged sexual harassment. This investigation should be fair, impartial, and conducted by qualified individuals.
- **Provide support and protection:** Offer support and protection to the woman employee throughout the investigation process. This includes ensuring her safety, confidentiality, and providing any necessary counseling or emotional support.
- **Compliance with legal requirements:** Adhere to legal obligations related to handling sexual harassment cases. Follow the applicable laws and regulations in terms of reporting the incident, conducting investigations, and providing remedies.

Q4. In a modern democratic polity, there is the concept of political executive and permanent executive. Elected people's representatives from the political executive and bureaucracy form the permanent executive. Ministers frame policy decisions and bureaucrats execute these.

In the initial decades after independence, relationships between the permanent executive and the political executive were characterized by mutual understanding, respect and cooperation, without encroaching upon each other's domain.

However, in the subsequent decades, the situation has changed. There are instances of the political executive insisting upon the permanent executive to follow its agenda. Respect for and appreciation of upright bureaucrats has declined. There is an increasing

tendency among the political executive to get involved in routine administrative matters such as transfers, postings etc. Under this scenario, there is a definitive trend towards 'politicization of bureaucracy'. The rising materialism and acquisitiveness in social life has also adversely impacted upon the ethical values of both the permanent executive and the political executive.

What are the consequences of this 'politicization of bureaucracy'? Discuss.

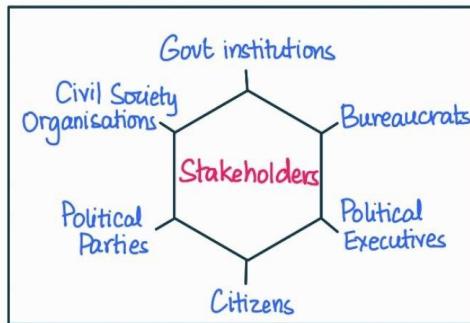
Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - Consequences of the 'politicization of bureaucracy'
- **Conclusion:** Conclude suitably

Introduction:

The case study highlights the trend of politicization of bureaucracy, where political considerations dominate over merit-based appointments and decision-making. This leads to consequences such as a decline in meritocracy, erosion of neutrality, loss of expertise, administrative inefficiency, weakened institutional autonomy, and public distrust.



Body:

The consequences of the 'politicization of bureaucracy' are as follows:

- **Lack of Meritocracy:** When political considerations dominate over merit-based appointments and promotions, the selection of bureaucrats is influenced by political affiliations rather than their competence and expertise. This leads to a decline in the quality of governance and hampers the efficient functioning of the bureaucracy.
- **Erosion of Neutrality:** Bureaucrats are expected to be neutral and impartial in their decision-making. However, when bureaucracy becomes politicized, bureaucrats may align themselves with the political executive and act in favor of political interests rather than serving the public interest. This compromises the neutrality and integrity of the bureaucracy.
- **Loss of Expertise:** The politicization of bureaucracy can discourage competent and experienced professionals from joining or remaining in the civil services. When bureaucratic positions are subject to political interference, individuals with the necessary expertise and knowledge may be overlooked in favor of politically connected individuals. This results in a loss of specialized knowledge and skills within the bureaucracy.
- **Decline in Administrative Efficiency:** When bureaucratic decisions are influenced by political considerations, the administrative process becomes slower and less efficient. Bureaucrats may face pressure to prioritize political interests over effective governance, leading to delays, inefficiencies, and compromised decision-making.
- **Weakening of Institutional Autonomy:** The politicization of bureaucracy undermines the autonomy of bureaucratic institutions. When bureaucrats are subjected to political pressures, their ability to act independently and provide objective advice and analysis is compromised. This weakens the checks and balances in the system and reduces the accountability of the bureaucracy.
- **Public Distrust:** When the bureaucracy is perceived as being politicized, it erodes public trust in the government and undermines the credibility of the administrative system. Citizens may view bureaucratic decisions as influenced by political motives rather than being based on merit and public welfare. This can lead to disillusionment and a lack of faith in the functioning of the government.

Conclusion:

Overall, the politicization of bureaucracy has far-reaching consequences for governance, including a decline in meritocracy, erosion of neutrality, loss of expertise, administrative inefficiency, weakened institutional autonomy, and public distrust.

It is important to maintain the independence and professionalism of the bureaucracy to ensure effective and accountable governance.

Q5. In one of the districts of a frontier state, narcotics menace has been rampant. This has resulted in money laundering, mushrooming of poppy farming, arms smuggling and near stalling of education. The system is on the verge of collapse. The situation has been further worsened by unconfirmed reports that local politicians, as well as some senior police officers, are providing surreptitious patronage to the drug mafia. At that point of time a woman police officer, known for her skills in handling such situations is appointed as Superintendent of Police to bring the situation to normalcy.

If you are the same police officer, identify the various dimensions of the crisis. Based on your understanding, suggest measures to deal with the crisis.

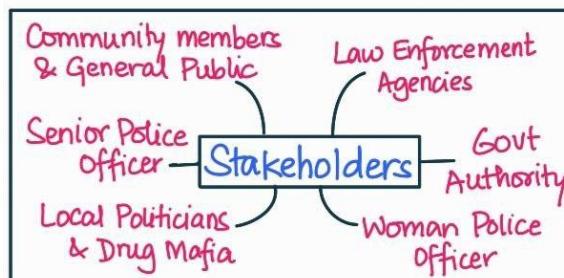
Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - Dimensions of the crisis in the district
 - Measures to deal with the crisis
- **Conclusion:** Prospective way forward.

Introduction:

The case study highlights a district facing a narcotics crisis, including drug trafficking, corruption, and social instability. To address the situation, a competent woman police officer is appointed as the Superintendent of Police.



Body:

Dimensions of the crisis in the district:

1. **Narcotics menace:** Widespread drug abuse, trafficking, and associated criminal activities.
2. **Money laundering:** Illicit funds being generated and circulated through illegal activities.
3. **Poppy farming:** Uncontrolled cultivation of poppy plants for the production of narcotics.
4. **Arms smuggling:** Illegal trade of firearms and weapons.
5. **Education crisis:** Deterioration of the education system due to the influence of the drug trade.
6. **Political and police corruption:** Alleged involvement of local politicians and senior police officers in supporting the drug mafia.

Measures to deal with the crisis:

1. **Strengthen law enforcement:** Increase police presence, conduct targeted operations, and establish specialized units to tackle drug-related crimes.
2. **Intelligence gathering:** Enhance intelligence networks to gather information on drug traffickers, money launderers, and arms smugglers.
3. **Interagency collaboration:** Foster cooperation between police, intelligence agencies, and other relevant departments to share information and coordinate efforts.
4. **Community engagement:** Establish community outreach programs to raise awareness about the harmful effects of narcotics, provide rehabilitation and support services for drug addicts, and encourage public cooperation in reporting criminal activities.

5. **Corruption eradication:** Conduct thorough investigations into allegations of political and police corruption, and hold accountable those found guilty.
6. **Alternative livelihood programs:** Promote and support the development of alternative income sources for farmers engaged in poppy cultivation.
7. **Strengthening educational institutions:** Allocate resources to improve the quality of education, provide counseling services to students affected by the crisis, and ensure a safe and drug-free learning environment.

Conclusion:

These measures aim to address the various dimensions of the crisis by focusing on law enforcement, intelligence gathering, community engagement, corruption eradication, socio-economic development, and education reform.

- Q6. In recent times, there has been an increasing concern in India to develop effective civil service ethics, code of conduct, transparency measures, ethics and integrity systems and anti-corruption agencies. In view of this, there is a need to focus on three specific areas, which are directly relevant to the problems of internalizing integrity and ethics in the civil services. These are as follows**

Anticipating specific threats to ethical standards and integrity in the civil services, Strengthening the ethical competence of civil servants and Developing administrative processes and practices which promote ethical values and integrity in civil services.

Suggest institutional measures to address the above three issues.

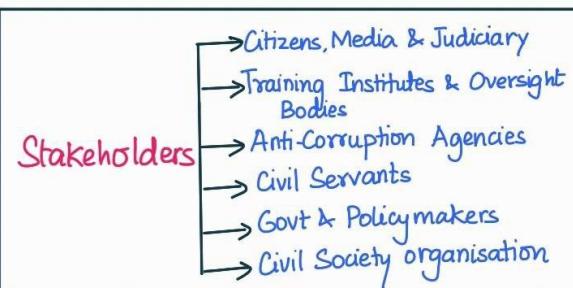
Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - To address the three areas mentioned, mention the institutional measures
 - Strengthening the ethical competence of civil servants
- **Conclusion:** Conclude suitably

Introduction:

The need to develop effective civil service ethics, transparency measures, and anti-corruption agencies has become increasingly important in India.



Body:

To address the three areas mentioned, the following institutional measures can be suggested:

- Anticipating specific threats to ethical standards and integrity in the civil services.
- Establish an independent Ethics Commission or Integrity Unit to identify and analyze potential threats to ethical standards.
- Conduct regular risk assessments and integrity audits to identify areas vulnerable to corruption or ethical violations.
- Develop a comprehensive code of conduct that clearly defines expected ethical behavior and provides guidelines for civil servants to navigate potential conflicts of interest.

Strengthening the ethical competence of civil servants:

- Introduce specialized training programs on ethics, integrity, and anti-corruption for civil servants at all levels.
- Foster a culture of ethics and integrity through awareness campaigns, workshops, and seminars.
- Encourage the formation of professional networks and associations that promote ethical values and provide support to civil servants facing ethical dilemmas.

- Developing administrative processes and practices that promote ethical values and integrity in civil services;
- Implement transparent and accountable recruitment and promotion processes based on merit and integrity.
- Enhance transparency in decision-making processes by promoting open and participatory governance.
- Establish mechanisms for reporting and addressing corruption and unethical practices, such as a dedicated anti-corruption hotline or whistleblower protection policies.

Conclusion:

These institutional measures can contribute to creating a robust framework for promoting ethics, integrity, and transparency in the civil services, fostering a culture of accountability and professionalism among civil servants.

2018

Q1. Rakesh is a responsible district level officer, who enjoys the trust of his higher officials. Knowing his honesty, the government entrusted him with the responsibility of identifying the beneficiaries under a health care scheme meant for senior citizens.

The criteria to be a beneficiary are the following:

- (a) **60 years of age or above.**
- (b) **Belonging to a reserved community.**
- (c) **Family income of less than 1 Lakh rupees per annum.**
- (d) **Post-treatment prognosis is likely to be high to make a positive difference to the quality of life of the beneficiary.**

One day, an old couple visited Rakesh's office with their application. They have been the residents of a village in his district since their birth. The old man is diagnosed with a rare condition that causes obstruction in the large intestine. As a consequence, he has severe abdominal pain frequently that prevents him from doing any physical labor. The couple has no children to support them. The expert surgeon whom they contacted is willing to do the surgery without charging any fee. However, the couple will have to bear the cost of incidental charges, such as medicines, hospitalization, etc., to the tune of rupees one lakh. The couple fulfills all the criteria except criterion 'b'. However, any financial aid would certainly make a significant difference in their quality of life.

How should Rakesh respond to the situation?

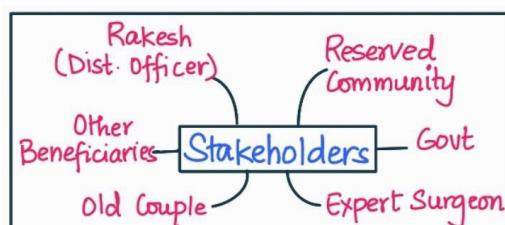
Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - Steps that Rakesh can take in response to the situation
- **Conclusion:** Prospective way forward.

Introduction:

In this case study, Rakesh, a district-level officer, is responsible for identifying beneficiaries under a health care scheme for senior citizens. The scheme has specific criteria that applicants must meet to be eligible for assistance. Rakesh should approach the situation with compassion and a focus on the well-being of the elderly couple. Although the couple does not meet criterion 'b' of belonging to a reserved community, their financial situation and the potential positive impact of the treatment on their quality of life should be considered.



Body:

Rakesh can take the following steps in response to the situation:

1. **Verify the authenticity of the couple's application and medical condition:** Rakesh should carefully examine the documents and medical reports to ensure the legitimacy of the couple's claims and the severity of the medical condition.
2. **Seek guidance from higher officials or authorities:** Rakesh can consult with higher officials or the governing body responsible for the healthcare scheme to seek guidance on how to proceed in such exceptional cases.
3. **Consider exceptions or special provisions:** Rakesh can explore whether there are any provisions within the healthcare scheme that allow for exceptions or special consideration based on individual circumstances.
4. **Assess alternative sources of financial support:** Rakesh can explore other potential sources of financial support, such as local NGOs, charitable organizations, or government schemes targeted at providing medical assistance to individuals in need.
5. **Advocate for the couple:** If no immediate solution is available, Rakesh can advocate for the couple's case within the appropriate channels, highlighting their unique circumstances and the potential positive impact of the treatment on their quality of life.
6. **Conduct a thorough assessment of the couple's financial situation:** Rakesh should carefully review the couple's income and expenses to determine their actual financial need and whether they are genuinely unable to afford the incidental charges for the treatment.
7. **Consult with medical professionals:** Rakesh can seek advice from medical professionals, including the expert surgeon who is willing to perform the surgery, to better understand the potential benefits of the treatment for the couple's quality of life.
8. **Evaluate the availability of funds within the healthcare scheme:** Rakesh should assess the availability of funds within the healthcare scheme to determine if there is any flexibility or provision to provide financial assistance to individuals who do not meet all the criteria but still require urgent medical treatment.
9. **Consider the long-term impact of the decision:** Rakesh should consider the long-term implications of his decision, both in terms of setting a precedent for future cases and the potential impact on the overall effectiveness and fairness of the healthcare scheme.
10. **Seek legal advice, if necessary:** In complex cases where there is uncertainty about the appropriate course of action, Rakesh may consult with legal experts to ensure compliance with relevant laws and regulations while balancing the ethical considerations involved.

Conclusion:

By approaching the situation with empathy, seeking guidance, and exploring all possible avenues of assistance, Rakesh can make an informed decision that prioritizes the well-being of the elderly couple while adhering to the established criteria as much as possible.

Q2. As a senior officer in the Ministry, you have access to important policy decisions and upcoming big announcements such as road construction projects before they are notified in the public domain. The Ministry is about to announce a mega road project for which the drawings are already in place. Sufficient care was taken by the planners to make use of the government land with the minimum land acquisition from private parties. Compensation rate for private parties was also finalized as per government rules. Care was also taken to minimize deforestation. Once the project is announced, it is expected that there will be a huge spurt in real estate prices in and around that area.

Meanwhile, the Minister concerned insists that you realign the road in such a way that it comes closer to his 20 acres farmhouse. He also suggests that he would facilitate the purchase of a big plot of land in your wife name at the prevailing rate which is very nominal, in and around the proposed mega road project. He also tries to convince you by saying that there is no harm in it as he is buying the land legally. He even promises to supplement your savings in case you do not have sufficient funds to buy the land. However, by the act of realignment, a lot of agricultural lands has to be acquired, thereby causing a considerable financial burden on the government, and also the displacement of the farmers. As if this is not enough, it will involve cutting down of a large number of trees denuding the area of its green cover.

Faced with this situation, what will you do? Critically examine various conflicts of interest and explain what your responsibilities are as a public servant?

Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - In the given scenario, mention the multiple conflicts of interest that arise
 - How you would approach the situation
- **Conclusion:** Conclude suitably

Introduction:

In this case study, a senior officer in the Ministry faces conflicts of interest involving the Minister's personal gain and abuse of power. The officer must choose between upholding the public interest, minimizing financial burden, and preserving environmental sustainability.



Body:

In the given scenario, there are multiple conflicts of interest that arise:

- **Personal gain conflict:** The Minister's insistence on realigning the road to benefit his personal property, as well as facilitating the purchase of land in the name of the officer's wife, demonstrates a conflict of interest driven by personal financial gain.
- **Public interest conflict:** The proposed road project was designed to minimize land acquisition from private parties, compensation costs, and deforestation, thereby serving the public interest. However, the Minister's request for realignment would result in increased land acquisition, financial burden on the government, and environmental damage, directly conflicting with the original project's objectives.
- **Abuse of power conflict:** The Minister, by leveraging his position and authority, is attempting to influence the officer to act in a manner that benefits his personal interests. This represents an abuse of power and authority, as public officials should prioritize the public interest over personal gain.
- **Impartiality conflict:** Granting special favors to the Minister, such as realigning the road and facilitating land purchases, would create an unfair advantage and favoritism, undermining the principles of impartiality and fairness that public servants are expected to uphold.

Here's how I would approach the situation:

- **Upholding the public interest:** The proposed road project was designed to minimize land acquisition from private parties and deforestation while maximizing the use of government land. This approach ensures efficient utilization of resources and minimizes the negative impact on individuals and the environment. Therefore, any changes made solely for personal gain would not align with the public interest.
- **Avoiding corruption and undue influence:** The Minister's request to realign the road to benefit his personal property raises concerns of corruption and the abuse of power. Public officials should never use their positions for personal gain or engage in activities that undermine the principles of fairness, equality, and meritocracy.
- **Environmental sustainability:** The proposed road project took care to minimize deforestation, indicating a commitment to environmental preservation. Altering the road alignment to accommodate personal interests would compromise the project's environmental goals and set a negative precedent for future infrastructure development.
- **Economic considerations:** The financial burden of acquiring additional agricultural lands and compensating farmers would increase the cost of the project. As a public servant, I have a duty to ensure responsible and efficient use of public funds. Any unnecessary expenses resulting from personal interests would be detrimental to the public interest.

- **Serving the public with impartiality:** Public servants should treat all individuals and stakeholders with fairness and impartiality. Granting special favors to the Minister would create an unfair advantage and undermine the trust of other citizens in the government's decision-making processes.
- In light of these conflicts of interest and responsibilities, I would adhere to the following course of action:
- **Refuse the Minister's request:** I would respectfully decline the Minister's suggestion to realign the road for personal gain, highlighting the importance of upholding the public interest, principles of integrity, and avoiding conflicts of interest.
- **Report the incident:** I would report the Minister's request, along with any evidence, to the appropriate authorities within the Ministry or a designated oversight body responsible for investigating and addressing ethical violations. This would ensure transparency and accountability in dealing with the matter.
- **Seek guidance and protection:** I would consult with colleagues, mentors, or ethics advisors within the Ministry to seek guidance on how to handle the situation appropriately. Whistleblower protection mechanisms, if available, should also be utilized to safeguard against any potential retaliation or victimization.

Conclusion:

By adhering to ethical principles and acting in the best interests of the public, I can maintain the integrity of my role as a public servant and contribute to the welfare of society as a whole.

Q3. It is a State where prohibition is in force. You were recently appointed as the Superintendent of Police of a district notorious for illicit distillation of liquor. The illicit liquor leads to many deaths, reported and unreported, and causes a major problem for the district authorities.

The approach till now had been to view it as a law and order problem and tackle it accordingly. Raids, arrest, police cases, and criminal trials – all these had only limited impact. The problem remains as serious as ever.

Your inspections show that the parts of the district where the distillation flourishes are economically, industrially and educationally backward. Agriculture is badly affected by poor irrigation facilities. Frequent clashes among communities gave a boost to illicit distillation. No major initiatives had taken place in the past either from the government's side or from social organizations to improve the lot of the people.

Which new approach will you adopt to bring the problem under control?

Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - Mention the Approach you would take
- **Conclusion:** Prospective way forward.

Introduction:

The Superintendent of Police is faced with the challenge of tackling illicit distillation of liquor in a district under prohibition.

The analysis reveals that the problem is deeply rooted in socio-economic backwardness and requires a multi-faceted approach.

This includes addressing root causes, collaborating with stakeholders, focusing on socio-economic development, infrastructure improvement, community engagement, rehabilitation, and strengthening law enforcement.



Body:

As the Superintendent of Police in the district, I would adopt a multi-faceted approach to address the problem of illicit distillation and its associated issues.

Here's the approach I would take:

1. **Comprehensive Assessment:** Conduct a thorough assessment of the underlying factors contributing to illicit distillation. This includes understanding the socio-economic conditions, educational backwardness, lack of infrastructure, and communal tensions in the affected areas.
2. **Collaborative Efforts:** Engage with various stakeholders, including government departments, social organizations, community leaders, and local residents, to develop a collaborative approach. Establish partnerships to address the root causes of the problem and work towards sustainable solutions.
3. **Socio-Economic Development:** Focus on improving the socio-economic conditions in the affected areas. Initiate and support development programs that target poverty alleviation, education, healthcare, and skill development. Encourage economic opportunities and entrepreneurship to create alternative livelihoods for individuals engaged in illicit distillation.
4. **Infrastructure Development:** Advocate for improved irrigation facilities, infrastructure, and basic amenities in the backward areas. This will help enhance agricultural productivity, provide employment opportunities, and uplift the overall living standards of the community.
5. **Community Policing:** Implement community-oriented policing strategies to build trust, foster collaboration, and establish strong relationships with the local population. Encourage community members to actively participate in crime prevention efforts and report illicit distillation activities.
6. **Awareness and Education:** Conduct awareness campaigns on the harmful effects of illicit liquor consumption and its impact on public health and safety. Educate the community about legal alternatives, responsible drinking, and the importance of adhering to prohibition laws.
7. **Rehabilitation and Support:** Provide rehabilitation and support programs for individuals involved in illicit distillation, focusing on their reintegration into society. Offer skill training, counseling, and support to help them transition to legal livelihoods.
8. **Strengthen Law Enforcement:** Enhance the capacity and training of law enforcement personnel to effectively combat illicit distillation. Improve intelligence gathering, surveillance, and investigation techniques to dismantle organized illicit liquor networks.

Conclusion:

By adopting this holistic approach, addressing the root causes of the problem, and engaging with various stakeholders, I aim to bring about a sustainable change, reduce the prevalence of illicit distillation, and create a safer and more prosperous district.

Q4. A big corporate house is engaged in manufacturing industrial chemicals on a large scale. It proposes to set up an additional unit. Many states rejected its proposal due to the detrimental effect on the environment. But one state government acceded to the request and permitted the unit close to a city, brushing aside all opposition.

The unit was set up 10 years ago and was in full swing till recently. The pollution caused by the industrial effluents was affecting the land, water and crops in the area. It was also causing serious health problems to human beings and animals. This gave rise to a series of agitations demanding the closure of the plant. In a recent agitation thousands of people took part, creating a law and order problem necessitating stern police action. Following the public outcry, the State government ordered the closure of the factory.

The closure of the factory resulted in the unemployment of not only those workers who were engaged in the factory but also those who were working in the ancillary units. It also very badly affected those industries which depended on the chemicals manufactured by it.

As a senior officer entrusted with the responsibility of handling these issues, how are you going to address it?

Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - > Mention how would you approach such situation
- **Conclusion:** Conclude suitably

Introduction:

Severe environmental impact and health problems caused by the industrial chemical factory. Government's initial approval and subsequent closure of the factory due to public outcry. Economic consequences, including unemployment and negative impact on dependent industries.



Body:

As a senior officer entrusted with handling the issues arising from the closure of the industrial chemical factory, I would approach the situation with the following steps:

1. **Assess the Environmental Damage:** Conduct a thorough assessment of the environmental damage caused by the industrial effluents. This includes evaluating the impact on land, water sources, and crops, as well as the health problems faced by humans and animals in the area.
2. **Engage with Stakeholders:** Initiate dialogue with affected stakeholders, including the local community, workers, ancillary unit employees, and industries dependent on the chemicals manufactured by the factory. Understand their concerns, grievances, and the socio-economic impact of the factory closure.
3. **Mitigate Immediate Impact:** Prioritize the well-being of the affected workers and their families. Work with relevant government agencies and organizations to provide immediate support, such as unemployment benefits, job placement assistance, and skill development programs to help them transition to alternative employment opportunities.
4. **Environmental Remediation:** Collaborate with environmental experts and organizations to develop a plan for environmental remediation. This may involve cleaning up polluted land and water sources, implementing sustainable farming practices, and providing healthcare facilities to address the health problems caused by pollution.
5. **Support Alternative Industries:** Identify and promote alternative industries that can flourish in the area and provide employment opportunities to the affected workers. Encourage diversification and attract investments in sectors that align with sustainable development and have a lower environmental impact.
6. **Strengthen Environmental Regulations:** Advocate for stricter environmental regulations and enforcement to prevent similar incidents in the future. Work closely with the government and regulatory bodies to ensure compliance with environmental standards and promote sustainable industrial practices.
7. **Community Development:** Implement community development initiatives to uplift the affected community. This may include infrastructure development, education and skill-building programs, healthcare facilities, and support for sustainable agriculture practices.

- 8. Public Awareness and Engagement:** Conduct public awareness campaigns to educate the community about environmental issues, their rights, and the importance of responsible industrial practices. Encourage public participation in decision-making processes and involve them in monitoring and reporting any environmental concerns.

Conclusion:

By adopting a holistic approach that addresses the immediate and long-term impacts of the factory closure, while prioritizing environmental remediation and socio-economic development, we can strive for a balanced resolution that safeguards the environment, supports affected individuals, and promotes sustainable growth in the region.

- Q5. Dr X is a leading medical practitioner in a city. He has set up a charitable trust through which he plans to establish a super-speciality hospital in the city to cater to the medical needs of all sections of the society. Incidentally, that part of the State had been neglected over the years. The proposed hospital would be a boon for the region.**

You are heading the tax investigation agency of that region. During an inspection of the doctor's clinic, your officers have found some major irregularities. A few of them are substantial which had resulted in considerable withholding of tax that should be paid by him now. The doctor is cooperative. He undertakes to pay the tax immediately.

However, there are certain other deficiencies in his tax compliance which are purely technical in nature. If these technical defaults are pursued by the agency, considerable time and energy of the doctor will be diverted to issues which are not so serious, urgent or even helpful to the tax collection process. Further, in all probability, it will hamper the prospects of the hospital coming up.

There are two options before you:

- (1) Taking a broader view, ensure substantial tax compliance and ignore defaults that are merely technical in nature.
- (2) Pursue the matter strictly and proceed on all fronts, whether substantial or merely technical.

As the head of the tax agency, which course of action will you opt and why?

Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - As the head of the tax agency, which course of action will you opt and why
- **Conclusion:** Prospective way forward.

Introduction:

The case study presents a scenario where the head of a tax investigation agency discovers irregularities in the tax compliance of a leading medical practitioner who plans to establish a super-speciality hospital through a charitable trust. The decision at hand is whether to prioritize substantial tax compliance and overlook technical defaults or to pursue the matter strictly on all fronts.



Body:

As the head of the tax investigation agency, I would need to consider the ethical and legal implications of the situation.

In this case, **I would opt for the first course of action: taking a broader view**, ensuring substantial tax compliance, and ignoring defaults that are merely technical in nature. Here's why:

1. **Public Interest:** The establishment of a super-speciality hospital through a charitable trust would be a significant benefit to the region and cater to the medical needs of all sections of society. Prioritizing the public interest and the greater good of the community is essential.
2. **Resource Allocation:** Pursuing technical defaults that do not have a substantial impact on tax collection would divert time, energy, and resources away from more pressing matters. It is important to allocate agency resources effectively and efficiently to address substantial tax compliance issues that have a significant impact.
3. **Compliance Cooperation:** The fact that the doctor is cooperative and willing to pay the substantial tax immediately reflects a positive attitude towards tax compliance. By acknowledging and appreciating this cooperation, it can encourage future compliance and foster a better relationship between the tax agency and taxpayers.
4. **Proportional Response:** The response of the tax agency should be proportional to the severity and impact of the non-compliance. In this case, addressing the substantial irregularities that resulted in significant withholding of tax should be the primary focus, while the technical defaults can be addressed through guidance and suggestions for improvement rather than punitive measures.
5. **Promoting Social Welfare:** The establishment of a super-speciality hospital through a charitable trust indicates the doctor's intention to contribute to the betterment of the society. By supporting the doctor's initiative, the tax agency can contribute to the overall social welfare and healthcare infrastructure development of the region.
6. **Facilitating Economic Growth:** The construction and operation of the hospital can have a positive impact on the local economy by creating employment opportunities, attracting investments, and boosting related industries. By prioritizing substantial tax compliance and allowing the hospital project to proceed, the tax agency can indirectly support economic growth and development in the region.
7. **Mitigating Negative Consequences:** Pursuing the technical defaults that have minimal impact on tax collection may lead to delays, disputes, and unnecessary burdens on the doctor and the hospital project. By focusing on substantial tax compliance and overlooking minor technicalities, the tax agency can avoid hindrances and facilitate the timely completion of the hospital, benefiting the community.
8. **Promoting Voluntary Compliance:** Recognizing the doctor's willingness to cooperate and pay the substantial tax immediately encourages a culture of voluntary compliance. By acknowledging this positive behavior and refraining from pursuing technical defaults, the tax agency can foster a sense of trust and cooperation among taxpayers, motivating them to fulfill their tax obligations willingly.

Conclusion:

Overall, prioritizing the public interest, allocating resources effectively, and maintaining a proportional response to non-compliance would support the establishment of the super-speciality hospital and ensure that the tax agency's efforts are aligned with the larger goal of community welfare.

Q6. Edward Snowden, a computer expert and former CIA administrator, released confidential Government documents to the press about the existence of Government surveillance programmes. According to many legal experts and the US Government, his action violated the Espionage act of 1971, which identified the leak of State secrets as an act of treason. Yet, despite the fact that he broke the law, Snowden argued that he had a moral obligation to act. He gave a justification for his “whistle blowing” by stating that he had a duty “to inform the public as to that which is done in their name and that which is done against them.”

According to Snowden, the Government’s violation of privacy had to be exposed regardless of legality since more substantive issues of social action and public morality were involved here. Many agreed with Snowden. Few argued that he broke the law and compromised national security, for which he should be held accountable.

Do you agree that Snowden’s actions were ethically justified even if legally prohibited? Why or why not? Make an argument by weighing the competing values in this case.

Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - Arguments in favor of Snowden's actions being ethically justified
 - Arguments against Snowden's actions being ethically justified
- **Conclusion:** Conclude suitably

Introduction:

The case study revolves around Edward Snowden, a former CIA administrator who leaked confidential government documents to the press, exposing the existence of government surveillance programs.

The ethical justification of Snowden's actions, despite being legally prohibited, is a contentious issue. The analysis involves weighing competing values such as privacy, national security, government transparency, and individual conscience.

The question of whether Edward Snowden's actions were ethically justified even if legally prohibited is a complex and controversial one.

It involves weighing competing values such as privacy, national security, government transparency, and individual conscience. Here is an argument presenting both sides:

Body:

Arguments in favor of Snowden's actions being ethically justified:

1. **Whistleblower Duty:** Snowden believed he had a moral obligation to inform the public about the extent of government surveillance programs and the violation of privacy rights. Whistleblowing is often seen as an act of conscience to expose wrongdoing and protect the public interest.
2. **Government Transparency:** Snowden's actions shed light on the scope and implications of government surveillance, sparking a global debate on privacy and civil liberties. Transparency and accountability are fundamental principles in a democratic society.
3. **Public Interest:** By revealing the existence of government surveillance programs, Snowden aimed to protect the public's right to privacy and prompt a discussion on the balance between security and civil liberties. This can be seen as acting in the best interest of the general public.

Arguments against Snowden's actions being ethically justified:

1. **Violation of the Law:** Snowden knowingly leaked classified information, which is considered a violation of the Espionage Act and a breach of his contractual obligations. Breaking the law undermines the rule of law and can have serious consequences for national security.
2. **National Security:** Critics argue that Snowden's actions compromised national security by revealing sensitive intelligence operations and methods. Protecting national security is crucial to safeguarding citizens and maintaining stability in the face of potential threats.
3. **Legal Channels:** Some argue that Snowden should have pursued legal channels to address his concerns, such as reporting to appropriate authorities or utilizing internal mechanisms within the intelligence community. Acting outside the legal framework undermines the established processes for addressing grievances.

Conclusion:

In weighing these competing values, it is essential to consider the context, motivations, and consequences of Snowden's actions.

While there may be sympathy for his intentions to protect privacy rights and promote government transparency, the legality of his actions and potential national security implications cannot be ignored.

The ethical justification ultimately depends on one's perspective, values, and the weight given to individual conscience versus the rule of law and national security.

2017

Q1. You are an honest and responsible civil servant. You often observe the following:

- (a) **There is a general perception that by adhering to ethical conduct one may face difficulties to oneself and cause problems for the family, whereas unfair practices may help to reach the career goals.**

- (b) When the number of people adopting unfair means is large, a small minority having a penchant towards ethical means makes no difference.
- (c) Sticking to ethical means is detrimental to the larger developmental goals
- (d) While one may not involve oneself in large unethical practices, giving and accepting small gifts makes the system more efficient.

Examine the above statements with their merits and demerits.

Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - > Examine each statements with their merits and demerits
- **Conclusion:** Prospective way forward.

Introduction:

Body:

- (a) There is a general perception that by adhering to ethical conduct one may face difficulties to oneself and cause problems for the family, whereas unfair practices may help to reach career goals.

Merits:

1. **Immediate personal gains:** Unethical practices might provide short-term benefits such as career advancement, financial gains, or influence over others.
2. **Avoiding conflicts:** Engaging in unfair practices may help individuals avoid confrontations or conflicts with others who are involved in such practices.
3. **Family stability:** By adopting unfair means, individuals might believe they can secure a better future for their families by improving their financial status or social standing.

Demerits:

1. **Long-term consequences:** Unethical practices can damage personal integrity and reputation, which may have far-reaching consequences on future opportunities and relationships.
2. **Erosion of trust:** Engaging in unfair practices undermines trust in the system and can create a negative work culture that perpetuates corruption and unfairness.
3. **Legal and ethical implications:** Unethical practices are often illegal and can lead to legal consequences, damaging both personal and professional standing.

- (b) When the number of people adopting unfair means is large, a small minority having a penchant towards ethical means makes no difference.

Merits:

1. **Collective impact:** If a significant majority of individuals adopt ethical means, it can contribute to the overall improvement of the system and foster a culture of integrity.
2. **Leading by example:** Even if the impact is not immediate or significant, individuals adhering to ethical means can serve as role models and inspire others to follow suit.

Demerits:

1. **Perception of futility:** The belief that ethical behavior has no impact can discourage individuals from acting ethically, leading to further proliferation of unethical practices.
2. **Moral dilution:** If a small minority adheres to ethical means while the majority adopts unfair practices, it can create a sense of isolation or even moral compromise for individuals attempting to maintain their integrity.

- (c) Sticking to ethical means is detrimental to the larger developmental goals.

Merits:

1. **Long-term sustainability:** Ethical practices promote trust, fairness, and accountability, which are essential for sustainable development and long-term success.
2. **Reputation and credibility:** Organizations and individuals known for their ethical conduct tend to gain credibility, attract better talent, and enjoy stronger relationships with stakeholders.

Demerits:

1. **Perceived short-term setbacks:** Ethical practices may sometimes involve difficult choices or slower progress initially, but they can lead to more sustainable and meaningful results in the long run.
 2. **Resistance to change:** In some cases, sticking to ethical means may challenge established practices or systems that prioritize short-term gains over long-term well-being, leading to resistance or pushback.
- (d) **While one may not involve oneself in large unethical practices, giving and accepting small gifts make the system more efficient.**

Merits:

1. **Enhancing relationships:** Small gifts or gestures of appreciation can help build rapport and goodwill between individuals, fostering a positive working environment.
2. **Smoothing bureaucratic processes:** In certain contexts, small gifts may be seen as customary or cultural practices that facilitate smoother interactions and improve efficiency.

Demerits:

1. **Slippery slope:** Accepting small gifts can lead to a gradual erosion of ethical boundaries, making individuals more susceptible to engaging in larger unethical practices over time.
2. **Unfair advantage:** Accepting gifts can create an uneven playing field, where those with greater resources can gain preferential treatment, compromising fairness and meritocracy.
3. **Perception of corruption:** The acceptance of gifts, regardless of their size, can create a perception of corruption, eroding public trust in the integrity of the civil service.

Conclusion:

While the above statements may present some perceived merits in certain situations, it is important to consider the long-term consequences, ethical implications, and the impact on overall development and public trust. Ethical conduct, even in the face of challenges, plays a crucial role in building a sustainable and fair society.

Q2. You are aspiring to become an IAS officer and you have cleared various stages and now you have been selected for the personal interview. On the day of the interview, on the way to the venue you saw an accident where a mother and child who happen to be your relatives were badly injured. They needed immediate help.

What would you have done in such a situation? Justify your action.

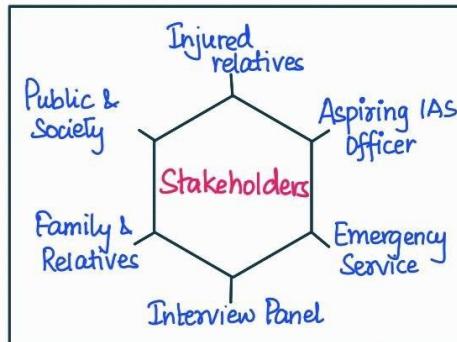
Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - Mention the action you would take with proper justification.
- **Conclusion:** Conclude suitably

Introduction:

This case study revolves around a situation faced by an aspiring IAS officer on the day of their personal interview. While en route to the interview venue, they come across a distressing accident involving their relatives, a mother and child, who are in critical condition and urgently require assistance.



Body:

In a situation where I am aspiring to become an IAS officer and have been selected for a personal interview, but come across an accident involving my relatives who urgently need assistance, my actions would be as follows:

1. **Prioritize immediate help:** Given the severity of the situation and the need for immediate medical attention, my primary responsibility would be to ensure the well-being and safety of my injured relatives. I would stop at the accident scene and provide any necessary assistance within my capabilities.
2. **Call for emergency services:** While attending to my relatives, I would immediately contact emergency services such as an ambulance and inform them about the accident, providing the exact location and details of the injuries. Prompt medical attention is crucial in such situations, and involving professionals would be essential.
3. **Inform the interview panel:** After ensuring that my relatives receive the necessary medical help, I would notify the interview panel about the unforeseen circumstances that prevented me from reaching the interview venue on time. I would provide a detailed explanation of the incident, including my involvement in providing initial aid and coordinating emergency services.

Justification for the action taken:

1. **Humanitarian obligation:** As a responsible and compassionate individual, it is crucial to prioritize the immediate welfare and safety of individuals in distress, particularly when they are close relatives. Providing help in such an emergency situation is a moral duty that takes precedence over personal commitments or professional aspirations.
2. **Upholding core values:** The civil services, including the role of an IAS officer, are founded on principles of public service, empathy, and commitment to the well-being of individuals and society. By actively engaging in assisting my injured relatives, I am demonstrating the very values that are sought in an aspiring civil servant.
3. **Demonstrating crisis management skills:** Handling unexpected and critical situations effectively is a vital attribute for an IAS officer. By promptly responding to the accident, coordinating emergency services, and informing the interview panel, I am demonstrating my ability to handle crises and make informed decisions under pressure.
4. **Transparency and integrity:** Communicating the situation to the interview panel with complete honesty and transparency is essential. It reflects integrity, ethical conduct, and a commitment to upholding the values expected in the civil services. This approach maintains trust and credibility, even in challenging circumstances.

Conclusion:

While there may be short-term implications, such as missing the scheduled interview, the action taken aligns with the higher ideals of public service and personal values.

It showcases a sense of responsibility, empathy, and crisis management skills, which are essential qualities for an aspiring IAS officer.

Q3. You are the head of the Human Resources department of an organization. One day one of the workers died on duty. His family was demanding compensation. However, the company denied compensation because it was revealed in investigation that he was drunk at the time of the accident. The workers of the company went on to strike demanding compensation for the family of the deceased. The Chairman of the management board has asked for your recommendation.

What recommendation would you provide to the management?

Discuss the merits and demerits of each of the recommendations.

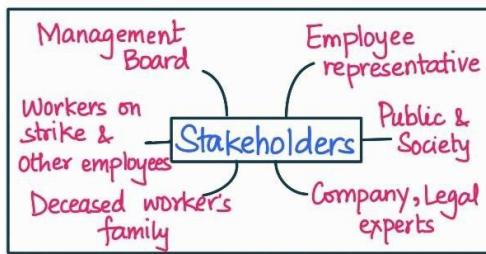
Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - Mention the recommendation you would provide to the management with merits and demerits of each of the recommendations.
- **Conclusion:** Prospective way forward.

Introduction:

The case involves a worker's death on duty, with the company denying compensation due to the worker's intoxication. This leads to a strike by the workers demanding compensation for the deceased worker's family.



Body:

After careful consideration of the situation, I would recommend the following course of action to the management:

- 1. Conduct a comprehensive review:** Thoroughly investigate the incident to confirm the facts and circumstances surrounding the worker's death. Ensure that all aspects, including the worker's state of intoxication, are taken into account during the investigation.

Merits:

- A comprehensive review will provide a clear understanding of the events leading to the worker's death.
- It will help establish the extent to which the worker's intoxication contributed to the accident.

Demerits:

- The investigation process may take time, causing delays in addressing the workers' demand for compensation.
- The outcome of the investigation may not align with the expectations of the workers or the deceased worker's family.

- 2. Consult legal experts: Seek advice from legal professionals to understand the company's legal obligations and potential liabilities in this situation. Ensure compliance with applicable laws and regulations regarding compensation for work-related accidents.**

Merits:

- Legal consultation ensures that the company follows the appropriate legal framework in determining compensation eligibility.
- It helps protect the company from potential legal ramifications.

Demerits:

- Legal advice may result in the recommendation to deny compensation based on the worker's intoxication, which may exacerbate the workers' dissatisfaction and intensify the strike.
- Strict adherence to legal obligations without considering compassionate aspects could harm the company's reputation and employee morale.

- 3. Engage in dialogue with the workers' representatives: Initiate discussions with the workers' representatives to understand their concerns and demands. Provide a platform for open communication and express empathy towards the deceased worker's family.**

Merits:

- Engaging in dialogue shows a willingness to address the workers' concerns and find a mutually beneficial solution.
- It demonstrates the company's commitment to maintaining positive employee relations and resolving conflicts through peaceful means.

Demerits:

- Dialogues may not immediately resolve the demand for compensation, potentially prolonging the strike and negatively impacting productivity.
- The workers' representatives may remain firm in their demands, making it challenging to reach a satisfactory resolution.

- 4. Explore alternative support measures: While denying formal compensation due to the worker's intoxication, consider providing alternative support to the deceased worker's**

family. This could include assistance with funeral expenses, counseling services, or facilitating access to relevant government benefits and resources.

Merits:

- Offering alternative support measures demonstrates the company's compassion towards the deceased worker's family, even if formal compensation is denied.
- It helps address some of the immediate financial and emotional needs of the family.

Demerits:

- Providing alternative support may not fully satisfy the workers' demand for compensation, potentially prolonging the strike or creating ongoing dissatisfaction among employees.
- Implementing support measures may have financial implications for the company, requiring budget adjustments in other areas.

Conclusion:

It is important for the management to carefully weigh the merits and demerits of each recommendation, taking into account legal obligations, employee morale, the company's reputation, and the financial implications.

The final decision should aim to strike a balance between compassion for the deceased worker's family and the long-term interests of the company and its employees.

Q4. You are the manager of a spare parts company A and you have to negotiate a deal with the manager of a large manufacturing company B. The deal is highly competitive and sealing the deal is critical for your company. The deal is being worked out over dinner. After dinner the manager of manufacturing company B offered to drop you to the hotel in his car. On the way to the hotel he happens to hit a motorcycle injuring the motorcyclist badly. You know the manager was driving fast and thus lost control. The law enforcement officer comes to investigate the issue and you are the sole eyewitness to it. Knowing the strict laws pertaining to road accidents you are aware that your honest account of the incident would lead to the prosecution of the manager and as a consequence the deal is likely to be jeopardized, which is of immense importance to your company.

What are the dilemmas you face? What will be your response to the situation?

Answer:

Approach:

- Introduction:** Shortly analyze the case study.
- Body:**
 - > Dilemmas Faced
 - > Potential Responses
- Conclusion:** Conclude suitably

Introduction:

The case study presents a scenario where a manager of Company A, during a critical deal negotiation with the manager of Company B, becomes an eyewitness to a road accident caused by the manager of Company B.

The manager faces dilemmas regarding whether to provide an honest account of the incident, which could jeopardize the deal and potentially lead to legal consequences for the manager of Company B.



Body:

In the given scenario, the manager faces several dilemmas with significant consequences. Here is a more detailed view of the dilemmas faced and potential responses:

Dilemmas Faced:

1. **Ethical Dilemma:** The manager is torn between the ethical obligation to tell the truth about the accident and the potential negative impact on their company's critical deal. They must weigh the value of honesty and justice against the potential harm to their company and its employees.
2. **Legal Dilemma:** The manager is aware of the strict laws governing road accidents and the legal obligation to provide an honest account of the incident. However, doing so could lead to the prosecution of the manager of company B and potentially jeopardize the deal.
3. **Professional Dilemma:** The manager faces a conflict between their professional duty to act in the best interests of their company and the moral obligation to uphold truth and justice. They must consider the long-term consequences for their own reputation and credibility.

Potential Responses:

1. **Prioritize Truth and Justice:** The manager can choose to prioritize truth and justice by providing an honest and accurate account of the incident to the law enforcement officer. This decision reflects a commitment to ethical conduct and upholding the law, even if it may jeopardize the deal and have serious consequences for the manager of company B.
2. **Mitigate the Consequences:** The manager can provide a factual account of the accident that minimizes the manager of company B's culpability without completely absolving them. By striking a balance between truth and protecting their company's interests, the manager may hope to mitigate the consequences for both parties involved.
3. **Seek Legal Advice:** The manager can consult with legal experts to understand the potential legal ramifications and explore alternative solutions. This approach involves seeking guidance on how to navigate the situation while adhering to legal obligations and protecting their company's interests.
4. **Negotiate a Settlement:** The manager can consider negotiating a settlement with the injured motorcyclist, compensating them for the injuries and damages caused. This approach aims to address the immediate consequences of the accident while potentially mitigating the need for legal prosecution.
5. **Maintain Open Communication:** The manager can maintain open communication with the manager of company B, discussing the situation and exploring mutually agreeable solutions. This approach involves transparently discussing the incident's consequences and working towards a resolution that considers the interests of both parties.

Conclusion:

Ultimately, the manager must carefully evaluate the potential risks, legal obligations, and moral considerations in order to make an informed decision.

Balancing the principles of truth, justice, and the interests of their company will require careful thought and consideration of the potential long-term consequences.

- Q5. A building permitted for three floors, while being extended illegally to 6 floors by a builder, collapses. As a consequence, a number of innocent laborers including women and children died. These laborers are migrants from different places. The government immediately announced cash relief to the aggrieved families and arrested the builder. Give reasons for such incidents taking place across the country. Suggest measures to prevent their occurrence.**

Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - Reasons for such incidents taking place across the country
 - Measures to prevent such incidents
- **Conclusion:** Prospective way forward.

Introduction:

The incident of a building collapse due to unauthorized extension highlights several issues. Such incidents occur across the country due to corruption, lax enforcement of regulations, and lack of safety measures. Migrant laborers are often exploited in these situations.



Body:

Reasons for such incidents taking place across the country:

1. **Lack of Proper Oversight:** Insufficient monitoring and enforcement by regulatory authorities contribute to illegal construction activities. Corrupt practices and negligence in issuing permits and conducting inspections allow builders to violate building regulations.
2. **Greed and Profit Motive:** Builders may illegally extend buildings to maximize their profits without considering the safety implications. Cutting corners in construction practices, using substandard materials, and ignoring structural integrity can lead to disastrous consequences.
3. **Inadequate Building Codes and Regulations:** Weak or outdated building codes and regulations fail to address emerging challenges and ensure safety standards. This creates loopholes that builders exploit to carry out illegal constructions.
4. **Rapid Urbanization and Population Growth:** The rapid pace of urbanization and population growth puts pressure on the construction sector to meet the increasing demand for infrastructure. Inadequate planning and insufficient resources can lead to haphazard and unsafe construction practices.
5. **Lack of Awareness and Education:** Many laborers and workers involved in the construction industry, particularly migrants from different places, may lack awareness of their rights and safety standards. This makes them vulnerable to exploitation and exposes them to hazardous working conditions.

Measures to prevent such incidents:

1. **Strengthen Regulatory Framework:** Enhance building codes and regulations, ensuring they are comprehensive, up-to-date, and effectively enforced. Strict penalties should be imposed for non-compliance.
2. **Improved Oversight and Monitoring:** Strengthen monitoring mechanisms to ensure compliance with building regulations. Regular inspections, audits, and enforcement actions should be conducted to identify and address illegal constructions.
3. **Awareness and Training Programs:** Conduct awareness campaigns and training programs for laborers, builders, and other stakeholders to educate them about safety standards, rights, and responsibilities in the construction industry.
4. **Empowerment of Regulatory Bodies:** Provide regulatory bodies with adequate resources, powers, and independence to effectively carry out their duties. This includes increasing the number of qualified inspectors and investing in technology for monitoring and enforcement.
5. **Collaboration and Stakeholder Engagement:** Foster collaboration between government agencies, industry associations, civil society organizations, and community representatives to collectively address the issue. Encourage stakeholder participation in decision-making processes and ensure transparency.
6. **Streamlined Approval Processes:** Simplify and expedite the process of obtaining construction permits, while maintaining strict adherence to safety regulations. This can discourage builders from resorting to illegal practices due to lengthy and cumbersome procedures.
7. **Strict Punishment and Deterrence:** Ensure swift and stringent legal action against builders involved in illegal constructions. This serves as a deterrent and sends a strong message that non-compliance with building regulations will not be tolerated.
8. **Protection of Labor Rights:** Strengthen labor laws and enforcement mechanisms to protect the rights and safety of laborers. This includes regular inspections of construction sites, ensuring fair wages, and providing access to healthcare and social security.

Conclusion:

By implementing these measures, the government and relevant authorities can improve construction safety standards, prevent illegal constructions, and protect the lives and well-being of workers and citizens.

Q6. You are a Public Information Officer (PIO) in a government department. You are aware that the RTI Act 2005 envisages transparency and accountability in administration. The act has functioned as a check on the supposedly arbitrarily administrative behavior and actions. However, as a PIO you have observed that there are citizens who filed RTI applications not for themselves but on behalf of such stakeholders who purportedly want to have access to information to further their own interests. At the same time there are these RTI activists who routinely file RTI applications and attempt to extort money from the decision makers. This type of RTI activism has affected the functioning of the administration adversely and also possibly jeopardizes the genuineness of the applications which are essentially aimed at getting justice.

What measures would you suggest to separate genuine and non-genuine applications? Give the merits and demerits of your suggestions.

Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - Measures you would suggest to separate genuine and non-genuine applications along with merits and demerits.
- **Conclusion:** Conclude suitably

Introduction:

The presence of non-genuine RTI applications and extortion attempts by RTI activists has adversely affected the functioning of the administration and jeopardizes the credibility of genuine applications seeking justice.



Body:

To separate genuine and non-genuine RTI applications, the following measures can be considered:

1. **Strengthen Verification Processes:** Implement robust verification procedures to confirm the identity and intention of the applicant. This can include cross-checking the applicant's details with official records and requesting additional documentation if necessary.
 - **Merits:** Helps to ensure that applications are filed by genuine individuals and reduces the risk of misuse or fraudulent representation.
 - **Demerits:** May increase the administrative burden and time required to process RTI applications. There could also be challenges in verifying the intentions of applicants accurately.
2. **Clear and Specific Application Requirements:** Establish clear guidelines and requirements for RTI applications, including specifying the information being sought, purpose of the application, and the relationship of the applicant to the stakeholders involved.
 - **Merits:** Enables a better understanding of the information being sought, reduces ambiguity, and helps filter out applications that do not meet the specified criteria.
 - **Demerits:** May restrict the scope of certain legitimate applications if the requirements are too rigid. Some applicants may struggle to articulate their purpose clearly, leading to potential rejections.
3. **Monitoring and Disciplinary Actions:** Implement a monitoring system to track the activities of RTI activists and identify any patterns of extortion or misuse. Take appropriate disciplinary actions against individuals found to be engaged in such activities.
 - **Merits:** Deters fraudulent behavior and creates a deterrent effect, discouraging individuals from misusing the RTI Act for personal gain.

- **Demerits:** Requires dedicated resources for monitoring and investigation. Care must be taken to ensure that disciplinary actions are fair and based on concrete evidence.
- 4. Public Awareness Campaigns:** Conduct awareness campaigns to educate citizens about the proper use of the RTI Act, emphasizing the importance of genuine applications and the consequences of misuse.
- **Merits:** Helps to create a culture of responsible RTI activism, promotes transparency, and encourages citizens to use the Act for legitimate purposes.
 - **Demerits:** The effectiveness of awareness campaigns may vary, and it may not completely eliminate non-genuine applications. It requires sustained efforts and resources for maximum impact.
- 5. Whistleblower Protection:** Establish mechanisms to protect whistleblowers who expose corruption or misuse of the RTI Act. Encourage individuals to report instances of extortion or misuse without fear of reprisal.
- **Merits:** Encourages genuine applications and discourages non-genuine ones by creating a safe environment for reporting fraudulent activities.
 - **Demerits:** Implementation and enforcement of whistleblower protection mechanisms can be challenging. It may not directly address the issue of distinguishing between genuine and non-genuine applications but can indirectly discourage non-genuine ones.

Conclusion:

It is important to note that striking a balance between transparency, accountability, and preventing misuse is a complex task. Implementing these measures should be done with caution, ensuring that they do not unduly restrict or discourage legitimate RTI applications while effectively addressing the issue of non-genuine applications and extortion.

2016

- Q1. A fresh engineering graduate gets a job in a prestigious chemical industry. She likes the work. The salary is also good. However, after a few months she accidentally discovers that a highly toxic waste is being secretly discharged into a river nearby. This is causing health problems to the villagers downstream who depend on the river for their water needs. She is perturbed and mentions her concern to her colleagues who have been with the company for longer periods. They advise her to keep quiet as anyone who mentions the topic is summarily dismissed. She cannot risk losing her job as she is the sole breadwinner for her family and has to support her ailing parents and siblings. At first, she thinks that if her seniors are keeping quiet, why should she stick out her neck. But her conscience pricks her to do something to save the river and the people who depend upon it. At heart she feels that the advice of silence given by her friends is not correct though she cannot give reasons for it. She thinks you are a wise person and seeks your advice. (2016)**
- (a) **What arguments can you advance to show her that keeping quiet is not morally right?**
- (b) **What course of action would you advise her to adopt and why?**

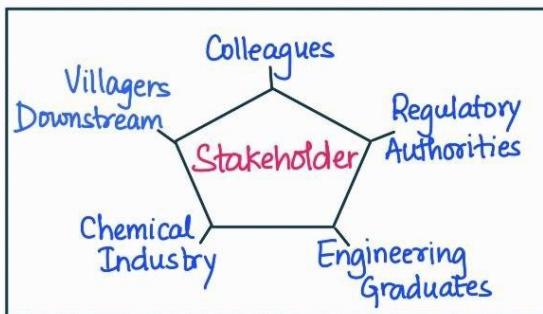
Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - Arguments to show her that keeping quiet is not morally right
 - Course of action she should consider taking.
- **Conclusion:** Prospective way forward.

Introduction:

The engineering graduate faces an ethical dilemma of whether to prioritize her job security or the well-being of downstream villagers affected by toxic waste discharge. She must weigh the potential consequences and make a decision that aligns with her moral values and responsibilities.



Body:

(a) Keeping quiet in this situation is not morally right for several reasons:

1. **Duty to protect others:** As a responsible human being, we have a duty to protect the well-being and safety of others. By staying silent, she is allowing the toxic waste to harm the villagers downstream who depend on the river for their water needs. Remaining silent would be a violation of her moral obligation to help those in need.
2. **Ethical implications:** Discharging highly toxic waste into a river, knowingly causing harm to innocent people, is an unethical act. By keeping quiet, she becomes complicit in the company's harmful actions. This goes against basic principles of integrity, honesty, and compassion.
3. **Long-term consequences:** Ignoring the issue and allowing the toxic waste discharge to continue will have long-term consequences for the environment and the community. The pollution may escalate, causing irreversible damage to the ecosystem and affecting the livelihoods of the villagers. By speaking up, she has the opportunity to prevent further harm and protect the long-term interests of both the community and the environment.

(b) The course of action she should consider taking:

1. **Gather evidence:** Before taking any action, she should gather sufficient evidence to substantiate her claims. This may include photographs, documents, or any other relevant information that can prove the illegal discharge of toxic waste. This will help her present a compelling case.
2. **Document the issue anonymously:** To protect her job and identity, she can anonymously report the issue to the appropriate regulatory authorities, environmental organizations, or media outlets. By documenting the problem, she ensures that it is brought to public attention, increasing the chances of action being taken without jeopardizing her livelihood.
3. **Seek legal advice and protection:** Consulting with a lawyer who specializes in environmental law can provide her with guidance on her legal rights and protections. They can advise on the appropriate channels to report the issue and how to safeguard herself from any potential retaliation.
4. **Whistleblower protection:** Research if there are any laws or regulations in place that protect whistleblowers in her country. If such protections exist, she can use them to shield herself from unjust consequences for exposing the wrongdoing.
5. **Raise awareness internally:** If she feels comfortable and safe doing so, she can try to raise awareness about the issue within the company by discussing it with trusted colleagues who may be sympathetic to the cause. This could potentially pressure the management to address the problem and rectify their practices.
6. **Support from external organizations:** Contacting relevant environmental organizations or NGOs who work in the field of pollution control and community welfare can provide her with additional support, advice, and potential avenues for action.

Conclusion:

It is crucial for her to prioritize her safety and livelihood while taking steps to expose the issue.

By following these suggestions, she can work towards rectifying the problem while minimizing the risk to herself and her family.

- Q2. Land needed for mining, dams and other large-scale projects is acquired mostly from Adivasis, hill dwellers and rural communities. The displaced persons are paid monetary**

compensation as per the legal provisions. However, the payment is often tardy. In any case, it cannot sustain the displaced families for long. These people do not possess marketable skills to engage in some other occupation. They end up as low paid migrant laborers. Moreover, the development goes to industries, industrialists and urban communities whereas the costs are passed on to these poor helpless people. This unjust distribution of costs and benefits is unethical.

Suppose you have been entrusted with the task of drafting a better compensation-cum-rehabilitation policy for such displaced persons, how would you approach the problem and what would be the main elements of your suggested policy?

Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - Mention the main elements that could be considered for a better compensation-cum-rehabilitation policy:
- **Conclusion:** Conclude suitably

Introduction:

The case study highlights the displacement of marginalized communities for large-scale projects, with inadequate and delayed compensation. The unjust distribution of costs and benefits favors industries and urban communities.



Body:

Approaching the problem of compensation and rehabilitation for displaced persons requires a comprehensive and inclusive policy.

Here are the main elements that could be considered for a better compensation-cum-rehabilitation policy:

1. **Adequate and Timely Compensation:** Ensuring that displaced persons are provided with fair and prompt monetary compensation for their land and property, taking into account the market value and future earnings potential. The compensation should be sufficient to support their livelihoods during the transition period.
2. **Skill Development and Employment Opportunities:** Implementing skill development programs tailored to the specific needs of the displaced communities. This includes providing vocational training, education, and job placement assistance to enhance their employability and help them secure sustainable livelihoods.
3. **Alternative Livelihood Support:** Creating opportunities for alternative livelihoods that are suitable for the displaced persons' skills, resources, and local context. This can involve promoting agricultural initiatives, cottage industries, or community-based enterprises that allow them to generate income and become self-reliant.
4. **Social Infrastructure Development:** Investing in the development of social infrastructure, such as healthcare facilities, schools, and community centers, in the resettlement areas. This ensures that the displaced communities have access to essential services and can rebuild their lives in a supportive environment.
5. **Participatory Decision-Making:** Involving the affected communities in the decision-making process related to compensation and rehabilitation. This includes conducting meaningful consultations, obtaining their consent, and addressing their concerns and aspirations to ensure that the policy reflects their needs and priorities.

6. **Environmental Conservation:** Incorporating measures to mitigate the environmental impacts of large-scale projects and promote sustainable development. This can involve implementing eco-restoration programs, providing access to natural resources for the displaced communities, and supporting environmentally friendly initiatives that benefit both the communities and the ecosystem.
7. **Monitoring and Evaluation:** Establishing a robust monitoring and evaluation mechanism to assess the effectiveness of the policy implementation and make necessary adjustments based on feedback and emerging needs. Regular assessments should be conducted to measure the well-being and progress of the displaced communities over time.

Conclusion:

By integrating these elements into the compensation-cum-rehabilitation policy, it aims to address the unjust distribution of costs and benefits, empower the displaced persons, and enable them to rebuild their lives in a dignified and sustainable manner.

- Q3. Suppose you are an officer in charge of implementing a social service scheme to provide support to old and destitute women. An old and illiterate woman comes to you to avail the benefits of the scheme. However, she has no documents to show that she fulfills the eligibility criteria. But after meeting her and listening to her you feel that she certainly needs support. Your enquiries also show that she is really destitute and living in a pitiable condition. You are in a dilemma as to what to do. Putting her under the scheme without necessary documents would clearly be a violation of rules. But denying her the support would be cruel and inhuman.**

(a) Can you think of a rational way to resolve this dilemma?

(b) Give your reasons for it.

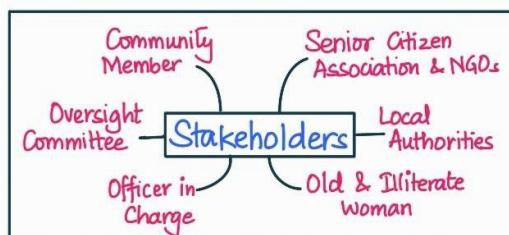
Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - A rational way to resolve this dilemma would be to adopt a compassionate and flexible approach.
 - Reasons for your approach.
- **Conclusion:** Prospective way forward.

Introduction:

The officer faces a dilemma when an old and destitute woman lacks the necessary documents for a social service scheme.



Body:

- (a) A rational way to resolve this dilemma would be to adopt a compassionate and flexible approach** while adhering to the rules. It involves conducting a thorough assessment of the woman's situation and exploring alternative methods to verify her eligibility for the scheme.
- (b) The reasons for this approach are as follows:**
1. **Case-by-case Assessment:** Conduct a detailed assessment of the woman's circumstances, including home visits and interviews, to gather information about her living conditions, financial situation, and support networks. This will help in understanding the extent of her destitution and the urgency of support needed.
 2. **Collaboration with Local Authorities:** Engage with local authorities, community leaders, and social workers who might have knowledge of the woman's situation. Their insights and testimonies can provide additional evidence to support her eligibility.

3. **Documentation Alternatives:** Explore alternative ways to establish her eligibility in the absence of formal documents. This could include gathering affidavits or testimonies from credible sources, such as neighbors, community members, or local authorities who can vouch for her situation.
4. **Senior Citizen Associations or NGOs:** Consult with local senior citizen associations or non-governmental organizations (NGOs) that work with vulnerable populations. They may have established mechanisms to verify eligibility and can provide guidance on appropriate steps to take in exceptional cases.
5. **Review and Oversight:** Establish a review process or committee that can evaluate exceptional cases like this one. This ensures transparency, accountability, and prevents misuse of the scheme while providing an avenue for deserving individuals to access support.

Conclusion:

By adopting a compassionate and flexible approach while maintaining a reasonable level of verification, the officer can strike a balance between adhering to the rules and addressing the woman's dire situation.

This approach allows for a more nuanced and humane implementation of the social service scheme.

- Q4. You are a young, aspiring and sincere employee in a Government office working as an assistant to the director of your department. Since you have joined recently, you need to learn and progress. Luckily your superior is very kind and ready to train you for your job. He is a very intelligent and well-informed person having knowledge of various departments. In short, you respect your boss and are looking forward to learning a lot from him.**

Since you have good tuning with the boss, he started depending on you. One day due to ill health he invited you to his place to finish some urgent work.

You reached his house and before you could ring the bell you heard shouting noises. You waited for a while. After entering the house the boss greeted you and explained the work. But you were constantly disturbed by the crying of a woman. At last, you inquired with the boss but his answer did not satisfy you.

Next day, you were compelled to inquire further in the office and found out that his behavior is very bad at home with his wife. He also beats up his wife. His wife is not well educated and is a simple woman in comparison to her husband. You see that though your boss is a nice person in the office, he is engaged in domestic violence at home.

In such a situation, you are left with the following options. Analyze each option with its consequences.

- (a) Just ignore thinking about it because it is their personal matter.
- (b) Repost the case to the appropriate authority.
- (c) Your own innovative approach towards the situation.

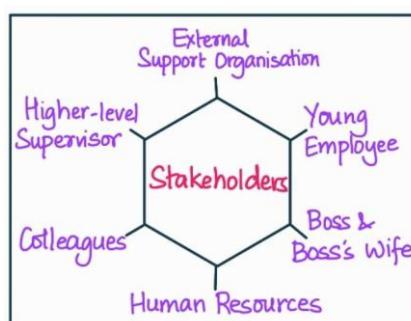
Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - Analyze each option with its consequences.
- **Conclusion:** Conclude suitably

Introduction:

The case study presents a dilemma where a young employee discovers that their boss engages in domestic violence at home.



Body:

(a) Just ignore thinking about it because it is their personal matter:

Consequences:

- By choosing to ignore the situation, you allow the domestic violence to continue unchecked, perpetuating harm to the boss's wife.
- This option disregards the ethical responsibility to ensure the well-being and safety of individuals.
- It also creates a hostile work environment if the behavior spills over into the workplace, impacting productivity and employee morale.

(b) Report the case to the appropriate authority:

Consequences:

- Reporting the case to the appropriate authority, such as Human Resources or a higher-level supervisor, demonstrates a commitment to maintaining a safe and respectful work environment.
- It may initiate an investigation into the matter, potentially leading to disciplinary action or support interventions for the boss. However, this option can strain your relationship with your boss and create a tense work environment.
- There may also be legal and confidentiality considerations to navigate, as well as potential repercussions for the boss's wife if she does not wish to take action.

(c) Your own innovative approach towards the situation:

Consequences:

- Taking an innovative approach involves finding a way to address the issue sensitively and discreetly while prioritizing the safety and well-being of all parties involved.
- This could include having a private conversation with the boss to express concern, recommend counseling or anger management programs, and provide information on resources available for support.
- However, this approach requires careful judgment and professional guidance to ensure the safety of the boss's wife and maintain a productive work environment.
- It may also involve seeking advice from domestic violence support organizations or consulting with legal experts to understand the best course of action.

Conclusion:

In all cases, it is crucial to prioritize the safety and well-being of the boss's wife, seek guidance from appropriate professionals, and consider the legal and ethical implications of the chosen course of action.

Q5. ABC Ltd. is a large transnational company having diversified business activities with a huge shareholder base. The company is continuously expanding and generating employment. The company, in its expansion and diversification programme, decides to establish a new plant at Vikaspuri, an area which is underdeveloped. The new plant is designed to use energy efficient technology that will help the company to save production cost by 20%. The company's decision goes well with the Government policy of attracting investment to develop such underdeveloped regions. The government has also announced a tax holiday for five years for the companies that invest in underdeveloped areas. However, the new plant may bring chaos for the inhabitants of Vikaspuri region, which is otherwise tranquil. The new plant may result in increased cost of living, aliens migrating to the region, disturbing the social and economic order. The company sensing the possible protest tried to educate the people of Vikaspuri region and public in general that how its Corporate Social Responsibility (CSR) policy would help overcome the likely difficulties of the residents of Vikaspuri region. In spite of this the protests began and some of the residents decided to approach the judiciary as their plea before the Government did not yield any result. (2016)

(a) Identify the issues involved in the case.

(b) What can be suggested to satisfy the company's goal and to address the residents' concern?

Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - The issues involved in the case
 - Suggestions to satisfy the company's goal and address the residents' concerns
- **Conclusion:** Prospective way forward.

Introduction:

The case study involves a large transnational company planning to establish a new plant in an underdeveloped area. The company's expansion aligns with government policies but raises concerns about social and economic disruption for the residents.



Body:

(a) The issues involved in the case are:

1. **Economic Development vs. Social Impact:** The company's expansion and establishment of a new plant in an underdeveloped area raise questions about the balance between economic development and the potential negative social impact on the residents of Vikaspuri.
2. **Environmental Impact:** The establishment of the new plant may have environmental consequences, such as pollution, which can affect the overall well-being and quality of life of the residents.
3. **Corporate Social Responsibility (CSR):** The company's CSR policy is being highlighted as a means to address the concerns of the residents and mitigate any negative impact. However, there is a question of whether the CSR initiatives will be sufficient to address the potential challenges faced by the residents.
4. **Protests and Legal Action:** The protests by the residents and their decision to approach the judiciary indicate their dissatisfaction with the company's plans and their concerns regarding the potential disruptions and hardships they may face.

(b) Suggestions to satisfy the company's goal and address the residents' concerns:

1. **Open Dialogue and Engagement:** The company should engage in open and transparent dialogue with the residents of Vikaspuri, addressing their concerns and actively listening to their feedback. This can help build trust and understanding between the company and the community.
2. **Mitigation Measures:** The company should implement robust mitigation measures to minimize the potential negative impact on the residents. This can include investing in environmental protection technologies, providing job opportunities and skill development programs for the local population, and addressing the increased cost of living by supporting infrastructure development in the region.
3. **Collaboration with Government and NGOs:** The company should collaborate with the government and relevant NGOs to ensure that the development in Vikaspuri is balanced and sustainable. This can involve joint efforts to provide necessary infrastructure, healthcare, and education facilities to the residents, as well as initiatives to preserve the environmental integrity of the area.
4. **Compliance with Regulatory Requirements:** The company should strictly adhere to all regulatory requirements and environmental standards to ensure the well-being of the residents and minimize any potential harm.
5. **Long-term Engagement:** The company should demonstrate its commitment to the well-being of the residents of Vikaspuri by establishing long-term CSR initiatives that go beyond the initial phase of plant establishment. This can include ongoing community development programs, support for education and healthcare, and partnerships with local organizations for sustainable development.

Conclusion:

By taking these suggestions into consideration, the company can balance its goals of expansion and profitability with addressing the concerns of the residents, ultimately fostering a mutually beneficial relationship with the community of Vikaspuri.

Q6. Saraswati was a successful IT professional in the USA. Moved by patriotic sense of doing something for the country she returned to India. Together with some other like-minded friends, she formed an NGO to build a school for a poor rural community. The objective of the school was to provide the best quality modern education at a nominal cost. She soon discovered that she has to seek permission from a number of Government agencies. The rules and procedures were quite confusing and cumbersome. What frustrated her most were delays, callous attitude of officials and constant demand for bribes. Her experience and the experience of many others like her have deterred people from taking up social service projects.

A measure of Government control over voluntary social work is necessary. But it should not be exercised in a coercive and corrupt manner. What measures can you suggest to ensure that due control is exercised but well meaning, honest NGO efforts are not thwarted?

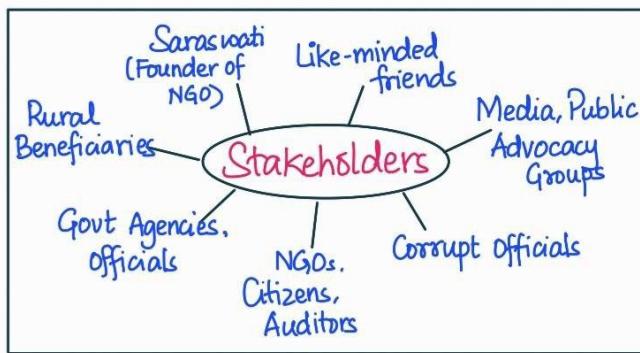
Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - Mention the measures that you would suggest.
- **Conclusion:** Conclude suitably

Introduction:

The case study highlights the challenges faced by well-meaning individuals and NGOs in undertaking social service projects due to cumbersome government procedures, delays, and corruption.



Body:

To ensure that due control is exercised over voluntary social work without thwarting well-meaning and honest NGO efforts, the following measures can be suggested:

1. **Streamline Procedures:** Simplify and streamline the processes and procedures for obtaining necessary permissions and clearances from government agencies. This can be done by reducing paperwork, introducing online application systems, and clearly defining the required documentation.
2. **Transparent and Accountable Governance:** Promote transparency and accountability within government agencies by implementing strict monitoring mechanisms and grievance redressal systems. This can help curb corruption and ensure that officials adhere to ethical practices.
3. **Timely Response and Efficient Service Delivery:** Establish clear timelines for the processing of applications and ensure that government agencies respond promptly to NGO requests. This can help minimize delays and discourage officials from demanding bribes due to prolonged waiting periods.
4. **Training and Sensitization of Government Officials:** Provide comprehensive training programs to government officials on the importance of voluntary social work, the role of NGOs,

and the need for a supportive and facilitative approach. Sensitize officials to the challenges faced by NGOs and encourage a positive attitude towards their initiatives.

5. **Establishing a Single Window Clearance System:** Introduce a centralized system where NGOs can submit their applications and obtain clearances from multiple government agencies through a single point of contact. This can simplify the process and reduce the scope for corruption.
6. **Regular Audits and Monitoring:** Conduct regular audits and monitoring of government agencies to ensure compliance with regulations and to identify and address instances of corruption or bureaucratic hurdles faced by NGOs.
7. **Collaboration and Partnership:** Foster collaboration between government agencies and NGOs through public-private partnerships. This can facilitate better coordination, exchange of expertise, and joint efforts in addressing social issues.

Conclusion:

By implementing these measures, the government can strike a balance between necessary control over voluntary social work and facilitating the efforts of well-meaning and honest NGOs, thereby encouraging more individuals like Saraswati to engage in social service projects.

2015

Q1. A private company is known for its efficiency, transparency and employee welfare. The company, though owned by a private individual, has a cooperative character where employees feel a sense of ownership. The company employs nearly 700 personnel and they have voluntarily decided not to form a union. One day suddenly in the morning, about 40 men belonging to political parties gatecrashed into the factory demanding jobs in the factory. They threatened the management and employees, and also used foul language. The employees feel demoralized. It was clear that those people who crashed wanted to be on the payroll of the company as well as continue as the volunteers/members of the party.

The company maintains high standards in integrity and does not extend favors to civil administration that also includes law enforcement agencies. Such incidents occur in the public sector also.

- (a) **Assume you are the CEO of the company. What would you do to diffuse the volatile situation on the date of gate crashing with the violent mob sitting inside the company premises?**
- (b) **What can be the long term solution to the issue discussed in the case?**
- (c) **Every solution/action that you suggest will have a negative and a positive impact on you as (CEO), the employees and the performance of the employees. Analyze the consequences of each of your suggested actions.**

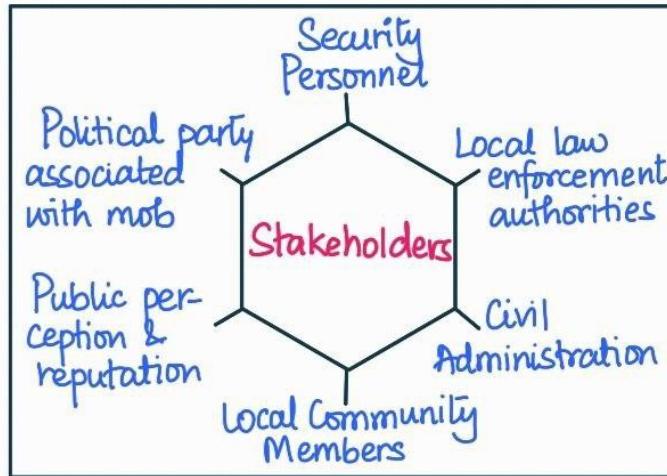
Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - Mention the steps that you would take
 - Long term solution to the issue
 - Analyze the consequences of each of suggested actions
- **Conclusion:** Prospective way forward.

Introduction:

The case study involves a private company facing a violent mob demanding jobs. As the CEO, immediate actions should focus on ensuring employee safety, engaging in dialogue, and seeking legal intervention if necessary.

**Body:**

(a) As the CEO of the company, in order to diffuse the volatile situation on the day of the gate crashing, I would take the following steps:

1. **Prioritize Employee Safety:** Ensure the immediate safety of employees by evacuating them from the area where the violent mob is present. Coordinate with security personnel and local law enforcement to provide necessary protection.
2. **Engage in Dialogue:** Initiate a dialogue with the leaders of the mob to understand their demands and concerns. Remain calm, respectful, and open to hearing their grievances.
3. **Offer Mediation:** Offer to mediate the situation by proposing a peaceful resolution that addresses their concerns within the framework of company policies and principles. Emphasize the importance of maintaining a peaceful work environment.
4. **Seek Legal Intervention:** If the situation escalates and poses a threat to the safety and well-being of employees, seek legal intervention by contacting the local authorities and filing a formal complaint against the violent mob.

(b) The long-term solution to the issue discussed in the case can involve the following steps:

1. **Strengthen Security Measures:** Enhance security measures to prevent unauthorized entry into the company premises. This can include improving surveillance systems, access control mechanisms, and training security personnel to handle such situations effectively.
2. **Employee Training:** Conduct regular training sessions for employees on crisis management, conflict resolution, and dealing with unexpected situations. This can empower employees to handle challenging scenarios and maintain a sense of calm and professionalism.
3. **Public Awareness Campaign:** Engage in public awareness campaigns to educate people about the company's values, cooperative nature, and commitment to employee welfare. Highlight the positive contributions the company is making to the community.
4. **Strengthen Relationships with Local Authorities:** Establish stronger connections with local law enforcement agencies and civil administration. This can help in seeking timely support and assistance in case of such incidents and create a collaborative environment.

(c) Consequences of suggested actions:

1. **Prioritizing Employee Safety:** Positive impact - Ensures the safety and well-being of employees, instills confidence and loyalty among employees. Negative impact - Potential negative perception from the mob and their supporters, possible backlash or retaliation.
2. **Engaging in Dialogue:** Positive impact - Demonstrates willingness to listen and address concerns, may lead to a peaceful resolution. Negative impact - Risk of negotiation breakdown, potential demands that may not align with company policies.
3. **Offering Mediation:** Positive impact - Promotes peaceful resolution and preserves the company's reputation for fairness. Negative impact - Possible compromise on company principles, perception of capitulation to external pressures.
4. **Seeking Legal Intervention:** Positive impact - Sends a strong message against violence and lawlessness, reinforces adherence to legal processes. Negative impact - Potential escalation of tensions, legal implications and proceedings.

Conclusion:

Each suggested action carries both positive and negative consequences, and the CEO must carefully consider the potential outcomes and risks to make informed decisions that prioritize the safety of employees, uphold company values, and maintain a positive work environment.

- Q2. You are the Sarpanch of a Panchayat. There is a primary school run by the government in your area. Midday meals are provided to children attending the school. The headmaster has now appointed a new cook in the school to prepare the meals. However, when it is found that cooks are from Dalit community, almost half of the children belonging to higher castes are not allowed to take meals by their parents. Consequently the attendance in the schools falls sharply. This could result in the possibility of discontinuation of midday meal scheme, thereafter of teaching staff and subsequent closing down the school.**
- (a) **Discuss some possible strategies to overcome the conflict and to create the right ambiance.**
- (b) **What should be the responsibilities of different social segments and agencies to create positive social ambiance for accepting such changes?**

Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - Feasible strategies to overcome the conflict and create the right ambiance in the situation
 - Responsibilities of different social segments and agencies to create a positive social ambiance for accepting such changes
- **Conclusion:** Conclude suitably

Introduction:

The case study involves discrimination against a Dalit cook in a primary school, leading to half of the children from higher castes being denied meals and a sharp decline in school attendance.

Body:



- (a) **Feasible strategies to overcome the conflict and create the right ambiance in the situation could include:**
1. **Sensitization and Awareness:** Organize awareness programs for parents, teachers, and community members to educate them about the importance of inclusivity, equality, and the harmful effects of discrimination. Highlight the benefits of the midday meal scheme and how it positively impacts children's education.
 2. **Community Engagement:** Facilitate community dialogues and discussions to address concerns and misconceptions about caste-based discrimination. Encourage open and respectful communication to foster understanding and empathy among community members.
 3. **Parental Involvement:** Engage parents in the decision-making process by forming a parent-teacher association or a school management committee. Encourage their active participation and provide a platform for them to express their concerns and suggestions.
 4. **Sensible Communication:** Ensure effective communication with parents, emphasizing that the midday meal scheme is meant to benefit all children regardless of their caste or social background. Emphasize the importance of inclusivity and the equal right to education and nutrition for all children.
- (b) **Responsibilities of different social segments and agencies to create a positive social ambiance for accepting such changes include:**

1. **Government:** The government should enact and enforce laws and policies that promote equality, inclusivity, and non-discrimination. They should provide adequate support and resources to schools for implementing and monitoring programs like the midday meal scheme.
2. **Educational Institutions:** Schools should actively promote and foster an inclusive and non-discriminatory environment. They should provide training to staff members on diversity, inclusion, and handling social conflicts. Schools should also engage parents and the community in creating a positive school culture.
3. **Civil Society Organizations:** NGOs and social organizations should work towards raising awareness about social issues, advocating for equality and inclusion, and providing support to marginalized communities. They can organize campaigns, workshops, and community programs to address social prejudices and promote acceptance.
4. **Media:** Media plays a crucial role in shaping public opinion. Responsible media reporting should focus on highlighting success stories and positive aspects of inclusive practices. Media can contribute to changing societal attitudes by promoting inclusivity and challenging discriminatory practices.
5. **Community Leaders:** Community leaders, including Sarpanch and local elected representatives, should actively promote social harmony and inclusion. They can play a vital role in addressing conflicts, facilitating dialogue, and promoting acceptance of diverse communities.

Conclusion:

By implementing these strategies and fulfilling their respective responsibilities, the various social segments and agencies can contribute to creating a positive social ambiance that embraces equality, inclusivity, and respect for all individuals, irrespective of their caste or social background.

- Q3. One of the scientists working in the R&D laboratory of a major pharmaceutical company discovers that one of the company's best selling veterinary drugs has the potential to cure a currently incurable liver disease which is prevalent in tribal areas. However, developing a variant of the drug suitable for human beings entailed a lot of research and development having a huge expenditure to the extent of Rs. 50 crores. It was unlikely that the company would recover the cost as the disease was rampant only in poverty stricken areas having very little market otherwise. If you were the CEO, then**
- (a) Identify the various actions that you could take
 - (b) Evaluate the pros and cons of each of your actions.

Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - As the CEO, various actions that could be taken in this scenario
 - Evaluation of pros and cons for each action
- **Conclusion:** Prospective way forward.

Introduction:

A scientist discovers a potential cure for an incurable liver disease prevalent in tribal areas using a bestselling veterinary drug.

The CEO faces the dilemma of whether to invest Rs. 50 crores in developing the drug variant despite limited market prospects.



Body:

(a) As the CEO, various actions that could be taken in this scenario include:

1. **Research Grants:** Seek external research grants or funding from governmental or non-profit organizations that focus on healthcare and medical research. This could help cover the substantial R&D costs and incentivize the development of the variant of the drug.
2. **Collaboration or Partnership:** Explore potential collaborations or partnerships with organizations, universities, or research institutions that have an interest or expertise in liver diseases or tribal healthcare. This could allow for cost-sharing and knowledge exchange, reducing the financial burden on the company.
3. **Government Support:** Engage with government bodies and policymakers to discuss the potential public health impact of the drug variant. Advocate for financial support or subsidies for the research and development, highlighting the positive social and economic outcomes that could result from the availability of a cure for the liver disease.
4. **Philanthropic Initiatives:** Tap into corporate social responsibility initiatives by partnering with philanthropic foundations or organizations that are focused on addressing healthcare disparities and supporting research for underserved populations. This could provide financial support or access to resources for the R&D efforts.

(b) Evaluation of pros and cons for each action:

1. Research Grants:

- **Pros:** External funding reduces the financial burden on the company, allowing for the development of the drug variant without solely relying on the market viability. It also brings in external expertise and collaboration opportunities.
- **Cons:** Securing research grants can be competitive and time-consuming. It may also come with certain restrictions or conditions that could impact the company's control over the research and future commercialization.

2. Collaboration or Partnership:

- **Pros:** Collaboration allows for cost-sharing, knowledge exchange, and access to additional resources or expertise. It can also help build networks and relationships that may be beneficial for future projects.
- **Cons:** Collaborations require careful negotiation and coordination. Differences in priorities, intellectual property rights, or conflicting interests could arise, potentially impacting the progress of the project.

3. Government Support:

- **Pros:** Government support can provide financial assistance, subsidies, or favorable regulations that can offset the R&D costs. It also highlights the company's commitment to addressing public health challenges and strengthens its reputation.
- **Cons:** Government processes can be bureaucratic and time-consuming. The outcome may be uncertain, and there may be limited funding available for such specific research areas.

4. Philanthropic Initiatives:

- **Pros:** Partnering with philanthropic organizations showcases the company's commitment to social impact and health equity. It can provide financial support and access to resources that might not be available through traditional funding channels.
- **Cons:** Philanthropic initiatives may have their own agendas or areas of focus, which may not align perfectly with the company's goals. There may be limited availability of funding or competition for support from other organizations.

Conclusion:

It is important for the CEO to carefully evaluate these actions, considering factors such as financial feasibility, potential impact on the company's reputation, long-term sustainability, and alignment with the company's core values and objectives.

Q4. There is a disaster prone state having frequent landslides, forest fires, cloudbursts, flash floods and earthquakes, etc. Some of these are seasonal and often unpredictable. The magnitude of the disaster is always unanticipated. During one of the seasons a cloudburst caused devastating floods and landslides leading to high casualties. There was major damage to infrastructure like roads, bridges and power generating units. This led to more than 100000 pilgrims, tourists and other locals trapped across different routes and locations. The people trapped in your area of responsibility include senior citizens, patients in hospitals, women and children, hikers, tourists, ruling parties, regional presidents along with his family, additional chief secretary of the neighboring state and prisoners in jail.

As a civil services officer of the state, what would be the order in which you would rescue these people and why? Give Justifications.

Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - As a civil services officer in a disaster-prone state, the order in which you would prioritize the rescue of people.
- **Conclusion:** Prospective way forward.

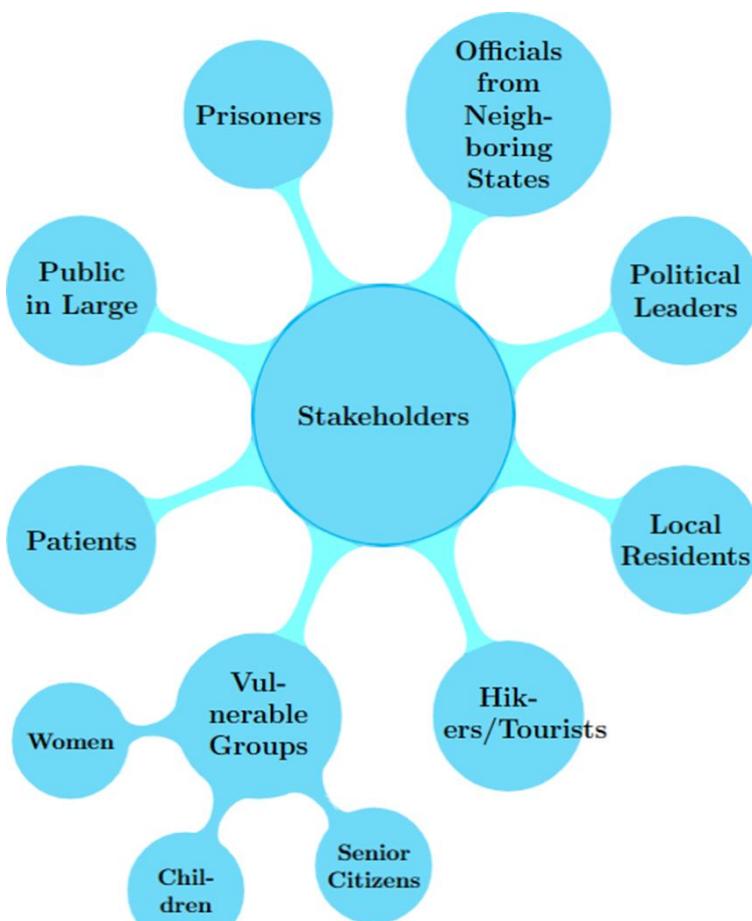
Introduction:

The disaster-prone state faces severe flooding and landslides, trapping thousands of people including patients, vulnerable groups, tourists, and political figures.

Body:

As a civil services officer in a disaster-prone state, the order in which I would prioritize the rescue of people would be as follows:

1. **Patients in hospitals:** Saving lives should be the top priority, and patients in hospitals are likely to be in critical condition and in need of immediate medical attention and care.
2. **Women, children, and senior citizens:** These vulnerable groups require special attention and assistance due to their physical limitations and higher risk during a disaster. Ensuring their safety and well-being is crucial.
3. **Hikers, tourists, and pilgrims:** While all lives are valuable, rescuing individuals who are not permanent residents of the affected area can help reduce the strain on resources and facilitate the evacuation of local residents.
4. **Local residents:** Prioritizing the evacuation of local residents, including those trapped in their homes or stranded in inaccessible areas, is essential to ensure their safety and provide necessary assistance.
5. **Regional presidents and ruling party members:** While political leaders hold important positions, their rescue should be prioritized after ensuring the safety of the general population, as their lives are not inherently more valuable than others'.
6. **Additional chief secretary of the neighboring state:** Coordinating with officials from neighboring states is important for effective disaster management and resource allocation. However, their rescue should be prioritized after attending to the immediate needs of the affected population in the state.
7. **Prisoners in jail:** Ensuring the safety and security of prisoners is important, but it may be considered a lower priority compared to the rescue of individuals facing immediate life-threatening situations.



Conclusion:

- This order of rescue prioritizes saving lives based on the level of vulnerability and immediate need for assistance.

- By focusing on those in critical condition, vulnerable groups, local residents, and gradually moving towards individuals with less immediate risk, the rescue efforts can be organized and carried out in a way that maximizes the chances of survival and minimizes casualties.

Q5. You are heading a district administration in a particular department. Your senior officer calls you from the State Headquarters and tells you that a plot in Rampur village is to have a building constructed on it for a school. A visit is scheduled during which he will visit the site along with the chief engineer and the senior architect. He wants you to check out all the papers relating to it and ensure that the visit is properly arranged. You examine the file which relates to the period before you joined the department. The land was acquired for the local panchayat at a nominal cost and the papers showed that clearance certificates are available for the two of the three authorities who have to certify the site's suitability. There is no certification by the architect available on file. You decide to visit Rampur to ensure that all is in the order as stated on file. When you visit Rampur, you find that the plot under reference is a part of Thakurgarh fort and that the walls, ramparts, etc., are running across it. The fort is well away from the main village, therefore a school here will be a serious inconvenience for the children. However, the area near the village has potential to expand into a larger residential area. The development charges on the existing plot, at the fort, will be very high and the question of heritage site has not been addressed. Moreover, the Sarpanch, at the time of acquisition of the land, was a relative of your predecessor. The whole transaction appears to have been done with some vested interest.

- List the likely vested interest of the concerned parties.
- Some of the options for action available to you are listed below. Discuss the merits and demerits of each of the options:
 - You can await the visit of the superior officer and let him make a decision.
 - You can seek his advice in writing or on the phone.
 - You can consult your predecessor/ colleagues, etc, and then decide what to do.
 - You can find out if any alternate plot can be got in exchange and then send a comprehensive written report.

Can you suggest any other option with proper justifications?

Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - > Mention the Options for Action.
 - > Critically analyze each of its options.
- **Conclusion:** Prospective way forward.

Introduction:

The case involves the discovery of irregularities in the acquisition of a plot for a school, which is part of a heritage fort.



Body:

- Options for Action:

(i) Await the visit of the superior officer:

Pros:

- Allows the superior officer to have firsthand knowledge and make a decision based on the current situation.
- Relieves the responsibility of making a decision from your shoulders.

Cons:

- May overlook the issues related to the fort and the inconvenience caused to the children.
- Potential high development charges and impact on the heritage site might not be adequately addressed.

(ii) Seek advice from the superior officer:

Pros:

- Enables clarification of the situation and provides guidance from a higher authority.
- Helps in aligning actions with the decisions and directives of the superior officer.

Cons:

- May not fully address the concerns related to the fort, inconvenience to the children, and potential high development charges.
- Lack of direct involvement and assessment by the superior officer may result in incomplete understanding of the situation.

(iii) Consult your predecessor/colleagues:

Pros:

- Provides insights into the history of the transaction and any possible vested interests.
- May offer valuable information and perspectives that could influence decision-making.

Cons:

- Opinions may be biased or influenced by personal relationships or interests.
- Might not fully address the fundamental issues and concerns related to the fort, inconvenience to the children, and potential high development charges.

(iv) Find an alternate plot and send a comprehensive report:

Pros:

- Consider the concerns related to the fort, inconvenience to the children, and potential high development charges.
- Allows for a thorough assessment and offers a solution that takes into account the best interests of the community and the preservation of the heritage site.

Cons:

- Finding a suitable alternate plot may be challenging and time-consuming.
- The process of acquiring an alternate plot may involve additional complexities and delays.

Additional Option:

(v) Conduct an independent investigation:

Pros:

- Provides an unbiased and objective assessment of the entire situation.
- Uncovers any hidden agendas, irregularities, or vested interests.
- Ensures transparency, integrity, and fairness in the decision-making process.
- Offers a comprehensive understanding of the issues, including the fort, inconvenience to the children, and potential high development charges.

Cons:

- Requires additional resources and time to engage an independent expert.
- The investigation findings may introduce new complexities and challenges.
- Implementation of the investigation recommendations may face resistance or opposition.

Overall, the recommended option would be to conduct an independent investigation (Option v).

Conclusion:

This approach ensures a thorough examination of the situation, promotes transparency and integrity, and provides a fair basis for decision-making.

It addresses the concerns related to the fort, inconvenience to the children, potential high development charges, and potential vested interests.

Q6. You were recently posted as district development officer of a district. Shortly thereafter you found that there is considerable tension in the rural areas of your district on the issue of sending girls to schools.

The elders of the village feel that many problems have come up because girls are being educated and they are stepping out of the safe environment of the household. They are of the view that the girls should be quickly married off with minimum education. The girls are also competing for jobs after education, which have traditionally remained in boys' exclusive domain, adding to unemployment amongst male population.

The younger generation feels that in the present era, girls should have equal opportunities for education and employment, and other means of livelihood. The entire locality is divided between sexes in both generations. You come to know that in Panchayat or in other local bodies or even in busy crosswords, the issue is being acrimoniously debated.

One day you are informed that an unpleasant incident has taken place. Some girls were molested, when they were en route to schools. The incident led to clashes between several groups and a law and order problem has arisen. The elders after heated discussion have taken a joint decision not to allow girls to go to school and to socially boycott all such families, which do not follow their dictate.

- (a) What steps would you take to ensure girls' safety without disrupting their education?
- (b) How would you manage and mold the patriarchal attitude of the village elders to ensure harmony in the inter-generational relations?

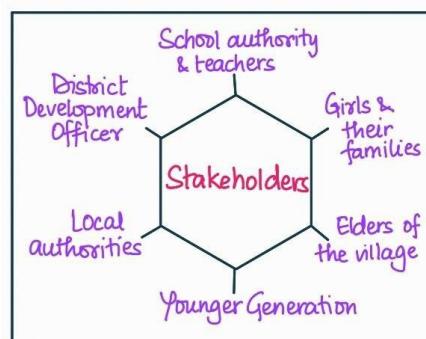
Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - Steps to ensure girls' safety without disrupting their education
 - Managing and molding patriarchal attitude of village elders for intergenerational harmony
- **Conclusion:** Conclude suitably

Introduction:

The case study presents a conflict between the elders of a rural village who oppose girls' education and the younger generation advocating for equal opportunities. The situation escalates when an incident of molestation occurs, leading to clashes and a law-and-order problem.



Body:

(a) Steps to ensure girls' safety without disrupting their education:

1. **Enhance security measures:** Increase police patrolling and presence in the areas where girls travel to and from school. Install CCTV cameras along the routes and at sensitive locations. This will deter potential offenders and help in identifying culprits in case of any incident.
2. **Safety awareness programs:** Conduct workshops and awareness campaigns in collaboration with local NGOs and community leaders to educate girls and their families about personal safety measures. Teach them self-defense techniques and promote the importance of reporting any incidents immediately.
3. **Community involvement:** Engage with the local community, including village elders, to address their concerns and discuss the importance of girls' education. Highlight the benefits of educating girls and the positive impact it can have on the community as a whole. Encourage the involvement of influential community members in supporting and promoting girls' education.

4. **Safe transportation:** Arrange for safe and reliable transportation options for girls to commute to school, especially in areas where the risk is higher. This can include school buses or designated escorts for the girls, ensuring their safety during travel.

(b) Managing and molding patriarchal attitude of village elders for intergenerational harmony:

1. **Dialogue and communication:** Initiate open and respectful dialogue with the village elders to understand their concerns and perspectives. Explain the importance of gender equality and the long-term benefits of girls' education, such as improved socio-economic conditions and community development. Address their fears and misconceptions with facts and evidence.
2. **Empowerment through education:** Organize awareness programs specifically targeted at the elders to highlight the positive impact of education on society as a whole. Showcase successful examples of women who have achieved great heights through education, challenging traditional gender roles.
3. **Sensitization campaigns:** Conduct sensitization campaigns and workshops to promote gender equality, women empowerment, and the importance of respecting women's rights. Engage local leaders, including influential elders, to support and endorse these campaigns, reinforcing the message within the community.
4. **Inclusive decision-making:** Encourage the participation of both younger and older generations in decision-making processes. Foster an environment where diverse perspectives are respected and valued. Promote intergenerational dialogue and collaboration to bridge the gap between traditional and modern ideologies.

Conclusion:

By implementing these steps, it is possible to ensure girls' safety and create a conducive environment for their education while gradually transforming patriarchal attitudes and fostering intergenerational harmony.

2014

- Q1. Now-a-days, there is an increasing thrust on economic development all around the globe. At the same time, there is also an increasing concern about environmental degradation caused by development. Many a time, we face a direct conflict between development activity and environmental quality. It is neither feasible to stop or curtail the developmental process, nor is it advisable to keep degrading the environment, as it threatens our very survival. Discuss some possible strategies which could be adopted to eliminate this conflict and which could lead to sustainable development.**

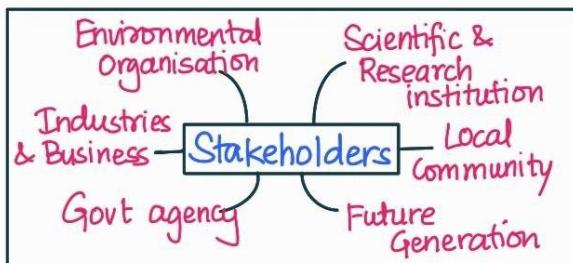
Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - Mention the strategies that can be followed with proper analysis.
- **Conclusion:** Prospective way forward.

Introduction:

The case study highlights the conflict between economic development and environmental degradation.



Body:

To eliminate the conflict between development and environmental degradation and achieve sustainable development, the following strategies can be adopted:

1. **Sustainable Development Planning:** Implement comprehensive and integrated planning that considers environmental, social, and economic factors. Develop policies and regulations that promote sustainable practices and ensure environmental protection.
2. **Resource Efficiency:** Promote the efficient use of resources by adopting cleaner production techniques, recycling and waste management, and energy conservation measures. Encourage industries to adopt sustainable practices and technologies.
3. **Environmental Impact Assessment:** Conduct thorough assessments of development projects to identify potential environmental impacts and develop mitigation measures. Involve local communities and stakeholders in decision-making processes to ensure their concerns are addressed.
4. **Conservation and Preservation:** Preserve and protect natural resources, ecosystems, and biodiversity through the establishment of protected areas, wildlife conservation programs, and sustainable land management practices. Promote sustainable agriculture and forestry practices.
5. **Public Awareness and Education:** Create awareness among the public, policymakers, and businesses about the importance of sustainable development and environmental conservation. Promote education and training programs to build capacity and knowledge on sustainable practices.
6. **Collaboration and Partnerships:** Foster collaboration between government, private sector, civil society organizations, and communities to work together towards sustainable development goals. Encourage public-private partnerships for sustainable infrastructure development.
7. **Green Technologies and Innovation:** Encourage research and development in green technologies, renewable energy, and sustainable practices. Support innovation and entrepreneurship that focuses on environmental sustainability.

Conclusion:

By adopting these strategies, it is possible to achieve a balance between development and environmental protection, leading to sustainable development that ensures long-term well-being for current and future generations.

- Q2. Suppose one of your close friends, who is also aspiring for civil services, comes to you to discuss some of the issues related to ethical conduct in public service. He raises the following points:-** (i) In the present times, when an unethical environment is quite prevalent, individual attempts to stick to ethical principles may cause a lot of problems in one's career. It may cause hardship to the family members as well as risk to one's life. Why should we not be pragmatic and follow the path of least resistance, and be happy with doing whatever good we can? (ii) When so many people are adopting wrong means and are grossly harming the system, what difference would it make if only a small minority tries to be ethical? They are going to be rather ineffective and are bound to get frustrated. (iii) If we become fussy about ethical considerations, will it not hamper the economic progress of our country? After all, in the present age of high competition we cannot afford to be left behind in the race of development (iv) It is understandable that we should not get involved in grossly unethical practices, but giving and accepting small gratifications and doing small favors increases everybody's motivation. It also makes the system more efficient. What is wrong in adopting such practices? Critically analyze the above viewpoints. On the basis of this analysis, what will be your advice to your friend?

Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - Analysis and advice
 - Advice to the friend in prospective manner
- **Conclusion:** Conclude suitably

Introduction:

In an unethical environment, balancing pragmatism with ethical principles is crucial. Upholding ethics is necessary for personal integrity and societal betterment.

A small minority practicing ethics can still make a difference, and economic progress should not compromise ethical considerations.



Body:

Analysis and advice:

1. Pragmatism vs. Ethics:

- Being pragmatic and following the path of least resistance may seem convenient, but it compromises ethical principles and contributes to the overall degradation of the system.
- Upholding ethical standards is not just about personal integrity, but it also sets an example and inspires others to do the same.
- It may be challenging to navigate an unethical environment, but maintaining ethical conduct builds character and contributes to the greater good.

2. Minority Influence:

- Even if a small minority chooses to be ethical, it can have a significant impact on the system.
- Ethical individuals can serve as role models and catalysts for change, encouraging others to reconsider their actions and make ethical choices.
- While it may take time to see widespread change, the cumulative effect of ethical actions can lead to a more ethical society and system.

3. Ethics and Economic Progress:

- Ethical considerations are not in opposition to economic progress; they are complementary.
- Sustainable development requires balancing economic growth with environmental and social well-being.
- Integrating ethical principles into decision-making processes ensures fairness, accountability, and long-term sustainability, which ultimately benefits economic progress.

4. Small Gratifications and Favors:

- Engaging in small unethical practices, such as giving or accepting gratifications, erodes integrity and perpetuates a culture of corruption.
- Small unethical practices undermine the principles of fairness, transparency, and meritocracy.
- It is essential to find ethical alternatives to motivate and incentivize individuals without compromising integrity or perpetuating a corrupt system.

Advice to the friend:

- Uphold ethical principles despite prevailing unethical environments, as it contributes to personal growth, societal progress, and long-term success.
- Be a role model and inspire others through your ethical conduct, even if you are part of a minority.
- Recognize that ethical considerations are essential for sustainable development and economic progress.
- Find ethical alternatives to motivate and incentivize individuals, focusing on fairness, transparency, and meritocracy rather than engaging in small unethical practices.

Conclusion:

It is crucial to remember that ethical conduct is not just a personal choice but a responsibility towards society. By upholding ethical principles, your friend can contribute to a positive transformation of the system and be part of the change they want to see.

Q3. You are a no-nonsense, honest officer. You have been transferred to a remote district to head a department that is notorious for its inefficiency and callousness. You find that the main cause of the poor state of affairs is the indiscipline of a section of employees. They do not work themselves and also disrupt the workings of others. You first warned

the troublemakers to mend their ways or else face disciplinary action. When the warning had little effect, you issued a show cause notice to the ringleaders. As a retaliatory measure, these troublemakers instigated a woman employee amongst them to file a complaint of sexual harassment against you with the Women's Commission. The Commission promptly seeks your explanation. The matter is also publicized in the media to embarrass you further. Some of the options to handle this situation could be as follows:

- (i) Give your explanation to the Commission and go soft on the disciplinary action.
- (ii) Ignore the commission and proceed firmly with the disciplinary action.
- (iii) Brief your higher-ups, seek directions from them and act accordingly. Suggest any other possible option(s). Evaluate all of them and suggest the best course of action, giving your reasons for it.

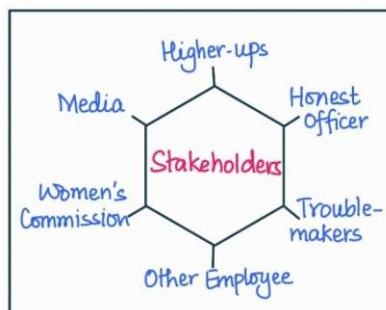
Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - Critically Analyze each of the options with pros and cons and choose options with common goodness.
- **Conclusion:** Prospective way forward.

Introduction:

In this case study, an honest officer is facing indiscipline and disruption from a section of employees. The troublemakers instigate a sexual harassment complaint against the officer.



Body:

Option (i) - Give explanation to the Commission and go soft on disciplinary action:

Pros:

- Addresses the complaint with the Women's Commission promptly.
- May help in resolving the issue amicably.

Cons:

- - Sends a message of leniency towards indiscipline and disruptiveness.
- - May not effectively address the root cause of the problem.

Option (ii) - Ignore the Commission and proceed firmly with disciplinary action:

Pros:

- - Asserts authority and sends a message of zero tolerance for indiscipline.
- - Upholds the principles of fairness and discipline in the department.

Cons:

- - Could escalate the situation and create further conflicts.
- - May result in legal complications and damage to reputation.

Option (iii) - Brief higher-ups, seek directions, and act accordingly:

Pros:

- Ensures decisions are aligned with organizational policies and legal requirements.
- Seeks guidance and support from higher authorities.

Cons:

- May result in delays in resolving the issue.
- Creates dependency on higher authorities for decision-making.

Option (iv) - Initiate an impartial internal investigation:

Pros:

- Demonstrates commitment to addressing the complaint and larger issues.
- Ensures a fair and transparent process.
- Allows for appropriate action against troublemakers.

Cons:

- Investigation process may take time and resources.
- Requires unbiased committee members and expertise in handling such cases.

Conclusion:

- The best course of action would be a combination of options (iii) and (iv).
- Briefing higher-ups ensures compliance with organizational policies, while initiating an internal investigation addresses the complaint and the underlying issue of indiscipline.
- This approach upholds fairness, transparency, and accountability in handling the situation.

Q4. Suppose you are the CEO of a company that manufactures specialized electronic equipment used by a government department. You have submitted your bid for the supply of this equipment to the department. Both the quality and cost of your offer are better than those of the competitors. Yet the concerned officer is demanding a hefty bribe for approving the tender. Getting the order is important both for you and your company. Not getting the order would mean closing a production line. It may also affect your own career. However, as a value-conscious person, You do not want to give bribes. Valid arguments can be advanced both for giving the bribe and getting the order, and for refusing to pay the bribe and risking the loss of the order. What those arguments could be, Could there be any better way to get out of this dilemma? If so, outline the main elements of this third way, pointing out its merits.

Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - Arguments for giving the bribe and getting the order
 - Arguments for refusing to pay the bribe and risking the loss of the order
 - A better way to get out of this dilemma
- **Conclusion:** Conclude suitably

Introduction:

The CEO faces the choice of giving a bribe to secure a government order or refusing and risking the loss of the order. Balancing financial gain and ethical integrity is crucial in deciding the course of action.



Body:

Arguments for giving the bribe and getting the order:

1. **Financial gain:** Giving the bribe may secure the order and ensure the financial stability and growth of the company. It can protect jobs and livelihoods of employees.
2. **Competitive advantage:** Winning the order can strengthen the company's position in the market and enhance its reputation, leading to future business opportunities.

Arguments for refusing to pay the bribe and risking the loss of the order:

1. **Ethical integrity:** Upholding ethical values and refusing to participate in corrupt practices is crucial for personal and organizational integrity. It maintains trust with stakeholders and preserves a positive reputation.

- 2. Long-term sustainability:** By refusing to give the bribe, the company can demonstrate a commitment to fair business practices and attract ethical partners, customers, and employees, leading to long-term sustainability.

A better way to get out of this dilemma:

- **Exploring legal and ethical alternatives:**
 1. **Transparency and documentation:** Communicate with the concerned officer and the department about the company's commitment to ethical business practices. Provide comprehensive documentation of the superior quality and cost-effectiveness of the offer.
 2. **Engage with higher authorities:** Seek support and intervention from higher-level authorities within the government department to address the issue of bribery and ensure fair evaluation and approval processes.
 3. **Whistleblower protection:** If necessary, consider reporting the bribery attempt to relevant anti-corruption agencies while ensuring protection for whistleblowers.
- **The merits of this third way:**
 1. **Upholding principles:** The company maintains its ethical values and refuses to engage in corrupt practices, preserving its integrity and reputation.
 2. **Promoting systemic change:** By reporting the bribery attempt and engaging higher authorities, the company contributes to exposing corruption and fostering a culture of transparency and accountability.
 3. **Long-term benefits:** While there might be short-term challenges, taking a stand against bribery can attract like-minded partners, customers, and employees, leading to sustainable growth and success based on integrity.

Conclusion:

It is important to consider alternative solutions that prioritize integrity and explore avenues for fair competition and transparency in the procurement process.

- Q5. Rameshwar successfully cleared the prestigious civil services examination and was excited about the opportunity that he would get through the civil services to serve the country. However, soon after joining the services, he realized that things are not as rosy as he had imagined. He found a number of malpractices prevailing in the department assigned to him. For example, funds under various schemes and grants were being misappropriated. The official facilities were frequently being used for personal needs by the officers and staff. After some time, he noticed that the process of recruiting the staff was also not up to the mark. Prospective candidates were required to write an examination in which a lot of cheating was going on. Some candidates were provided external help in the examination. Rameshwar brought these incidents to the notice of his seniors. However, he was advised to keep his eyes, ears and mouth shut and ignore all these things which were taking place with the connivance of the higher-ups. Rameshwar felt highly disillusioned and uncomfortable. He comes to you seeking your advice. Indicate various options that you think are available in this situation. How would you help him to evaluate these options and choose the most appropriate path to be adopted?**

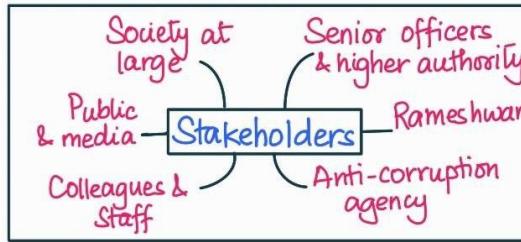
Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - Mention the available options with critical analysis
 - Your preferred option
- **Conclusion:** Prospective way forward.

Introduction:

In the given case study, Rameshwar, a civil services officer, discovers several malpractices in his department and seeks advice on how to address the situation.



Body:

AVAILABLE OPTIONS:

1. Confronting the malpractices directly:

Pros:

- Demonstrates courage and integrity in standing up against corruption.
- Can lead to immediate action and potential reforms.
- Sets an example for others and promotes ethical conduct.

Cons:

- May face resistance, threats, or retaliation from higher-ups and colleagues.
- Evidence gathering can be challenging and risky.
- Success may depend on the credibility and willingness of higher authorities to address the issue.

2. Seeking guidance from mentors:

Pros:

- Benefits from the experience and wisdom of respected individuals.
- Receives guidance on navigating the complex system and understanding potential consequences.
- Can gain support and network connections for future endeavors.

Cons:

- Mentors may advise caution or inaction due to concerns about personal safety or career implications.
- Limited influence on systemic changes without direct action.
- Reliance on individual mentors may vary in effectiveness and availability.

3. Whistleblowing:

Pros:

- Exposes corruption to the public, media, and relevant authorities.
- Triggers independent investigations and potential legal actions.
- Raises public awareness and pressure for systemic reforms.

Cons:

- High personal risks, including threats, harassment, and career setbacks.
- Legal protections and whistleblower support may be inadequate.
- Investigations may be delayed or compromised, leading to frustration and disillusionment.

4. Documenting and reporting anonymously:

Pros:

- Allows Rameshwar to maintain anonymity and protect personal safety.
- Ensures information reaches the right authorities, media, or organizations.
- Reduces the chances of immediate retaliation.

Cons:

- Limited ability to actively participate or provide further evidence.
- Difficult to follow up on the progress of the reported issue.
- Reliance on external actors to take appropriate actions.

APPROPRIATE OPTION:

- The 2ND option allows Rameshwar to gain support and knowledge without immediately exposing himself to significant risks.
- It enables him to gather more information, evaluate the prevailing dynamics, and consider potential long-term strategies.

- Additionally, mentors can offer valuable advice on how to navigate the bureaucratic structures and potential career implications.
- However, it is important to note that this option may have limitations in addressing the systemic issues and may not guarantee immediate changes.
- Rameshwar should also ensure that the chosen mentors are genuinely committed to ethics and not compromised by the prevailing malpractices.

Conclusion:

- It is crucial for Rameshwar to carefully consider the specific context, organizational culture, and personal circumstances before making a decision.
- He should weigh the potential impact, risks, and his own comfort level with each option.
- Seeking legal advice, connecting with advocacy groups, or consulting with experts in the field of anti-corruption can provide further guidance in choosing the most appropriate path.

Q6. In our country, the migration of rural people to towns and cities is increasing drastically. This is causing serious problems both in the rural as well as in the urban areas. In fact, things are becoming really unmanageable. Can you analyze this problem in detail and indicate not only the socio-economic but also the emotional and attitudinal factors responsible for this problem? Also, distinctly bring out why –

- (a) educated youth are trying to shift to urban areas
- (b) landless poor people are migrating to urban slums
- (c) even some farmers are selling off the land and trying to settle in urban areas taking petty jobs.

What feasible steps can you suggest which will be effective in controlling this serious problem of our country?

Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - Mention the feasible steps that you can suggest which will be effective in controlling this serious problem of our country
- **Conclusion:** conclude suitably.

Introduction:

The problem of rural-urban migration in our country is complex and multi-faceted.

The socio-economic factors contributing to this issue include limited employment opportunities in rural areas, lack of basic amenities and infrastructure, unequal distribution of resources, and aspirations for a better quality of life.

Additionally, emotional and attitudinal factors such as the perception of cities as centers of opportunities, social status, and the desire for improved education and healthcare also play a role.



Body:

- (a) Educated youth are often driven to shift to urban areas due to better job prospects, access to higher education and professional development opportunities, and the desire for a modern lifestyle.
- (b) Landless poor people migrate to urban slums seeking employment and income-generating activities as rural areas may offer limited livelihood options. They are often attracted by the informal sector, which provides flexible work arrangements.

- (c) Some farmers sell off their land and migrate to urban areas due to various reasons such as indebtedness, crop failures, lack of agricultural profitability, and the hope for a more stable income through urban employment.

To effectively control this problem, the following feasible steps can be suggested:

1. **Rural Development:** Focus on improving infrastructure, education, healthcare, and employment opportunities in rural areas to reduce the push factors for migration.
2. **Agricultural Reforms:** Implement policies that enhance agricultural productivity, provide financial support, and promote sustainable farming practices. This will discourage farmers from abandoning their land and seeking urban livelihoods.
3. **Skill Development:** Offer skill training programs and vocational education in rural areas to equip the youth with marketable skills, enabling them to find employment opportunities locally.
4. **Urban Planning:** Develop well-planned and sustainable urban areas with adequate housing, amenities, and employment opportunities to accommodate the influx of migrants and prevent the formation of slums.
5. **Regional Development:** Promote balanced regional development by establishing industries and economic zones in rural areas to create employment opportunities and reduce the migration pressure on urban areas.
6. **Social Welfare Programs:** Implement social safety nets and welfare schemes targeting vulnerable groups, providing them with support and opportunities for a better livelihood in their own communities.
7. **Awareness and Counseling:** Conduct awareness campaigns highlighting the challenges and risks associated with unplanned migration, while also promoting the potential for development in rural areas.

Conclusion:

By addressing the socio-economic, emotional, and attitudinal factors driving rural-urban migration and implementing comprehensive strategies, we can work towards controlling this serious problem and creating a more balanced and sustainable development across the country.

2013

- Q1. A Public Information Officer has received an application under RTI Act. Having gathered the information, the PIO discovers that the information pertains to some of the decisions taken by him, which were found to be not altogether right. There were other employees also who were party to these decisions. Disclosure of the information is likely to lead to disciplinary action with possibility of punishment against him as well as some of his colleagues. Non-disclosure or part disclosure or camouflaged disclosure of information will result in lesser punishment or no punishment. The POI is otherwise an honest and conscientious person but this particular decision. On which the RTI application has been filed, turned out to be wrong. He comes to you for advice.**

The following are some suggested options. Please evaluate the merits and demerits of each of the options:

- (i) **The POI could refer the matter to his superior officer and seek his advice and act strictly in accordance with the advice, even though he is not completely in agreement with the advice of the superior.**
- (ii) **The POI could proceed on leave and leave the matter to be dealt by his successor in office or request for transfer of the application to another PIO.**
- (iii) **The POI could weigh the consequences of disclosing the information truthfully, including the effect on his career, and reply in a manner that would not place him or his career in jeopardy, but at the same time a little compromise can be made on the contents of the information.**
- (iv) **The POI could consult his colleagues who are party to the decision and take action as per their advice.**

Also please indicate (without necessarily restricting to the above options) what you would like to advise, giving proper reasons.

Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - Analyze each options with merits and demerits.
- **Conclusion:** Prospective way forward.

Introduction:

The Public Information Officer (PIO) is faced with an ethical dilemma regarding disclosing information that may lead to disciplinary action against him and his colleagues.



Body:

Option (i): Referring the matter to the superior officer and acting strictly according to their advice:

- **Merits:** Seeking guidance from a superior officer shows respect for hierarchy and ensures compliance with organizational procedures. It may provide a clearer perspective on the situation and potential solutions.
- **Demerits:** The advice of the superior officer may not align with the best ethical course of action. Following their advice blindly could compromise the principles of honesty and transparency.

Option (ii): Proceeding on leave or transferring the application to another PIO:

- **Merits:** Removing oneself from the situation can avoid direct involvement and potential disciplinary action. Transferring the application can shift responsibility to another officer.
- **Demerits:** This option may be seen as evasive and may raise suspicions about the PIO's intentions. It does not address the ethical dilemma at hand.

Option (iii): Weighing the consequences and replying in a manner that compromises the information:

- **Merits:** This option aims to protect the PIO's career while still providing some information. It seeks a balance between honesty and self-preservation.
- **Demerits:** Compromising the contents of the information goes against the principles of transparency and may be seen as unethical. It could damage the credibility of the PIO and the organization.

Option (iv): Consulting colleagues who are party to the decision and taking action based on their advice:

- **Merits:** Seeking input from colleagues can provide different perspectives and insights. It promotes collaborative decision-making and shared responsibility.
- **Demerits:** Depending solely on colleagues' advice may lead to biased or self-serving recommendations. It does not guarantee an objective and ethical solution.

Conclusion:

- The most appropriate course of action would be to choose option (i) and refer the matter to the superior officer.
- However, it is important for the PIO to exercise critical judgment and evaluate the advice received.
- If the advice conflicts with ethical principles, the PIO should consider seeking further guidance from an ethics committee or a higher authority.
- It is crucial to prioritize honesty, transparency, and accountability while navigating the situation.

Q2. You are working as an Executive Engineer in the construction cell of a Municipal Corporation and are presently in-charge of the construction of a flyover. There are two Junior Engineers under you who have the responsibility of day-to-day inspection of the site and are reporting to you, while you are finally reporting to the Chief Engineer who heads the cell. While the construction is heading towards completion, the Junior Engineers have been regularly reporting that all construction is taking place as per design specifications. However, in one of your surprise inspections, you have noticed some serious deviations and lacunae which, in your opinion, are likely to affect the safety of the flyover. Rectification of these lacunae at this stage would require a substantial amount of demolition and rework which will cause a tangible loss to the contractor and will also delay completion.

There is a lot of public pressure on the Corporation to get this construction completed because of heavy traffic congestion in the area. When you brought this matter to the notice of the Chief Engineer, he advised you that in his opinion it is not a very serious lapse and may be ignored. He advised for further expediting the project for completion in time. However, you are convinced that this was a serious matter which might affect public safety and should not be left unaddressed.

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

- (i) Follow the advice of the Chief Engineer and go ahead.
- (ii) Make an exhaustive report of the situation bringing out all facts and analysis along with your own viewpoints stated clearly and seek for written orders from the Chief Engineer.
- (iii) Call for explanation from the Junior Engineers and issue orders to the contractor for necessary correction within targeted time.
- (iv) Highlight the issue so that it reaches superiors above the Chief Engineer.
- (v) Considering the rigid attitude of the Chief Engineer, seek transfer from the project or report sickness.

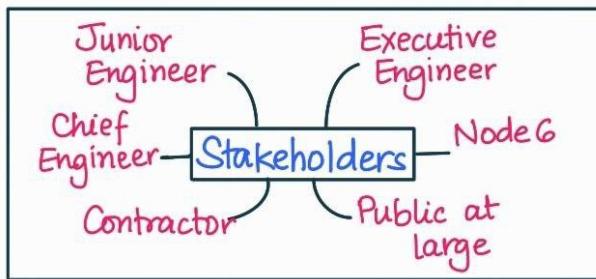
Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - Analyze each of the options with merits and demerits.
- **Conclusion:** Conclude suitably

Introduction:

The Executive Engineer faces a dilemma of addressing serious deviations in a flyover construction.



Body:

Option (i) Follow the advice of the Chief Engineer and go ahead.

Merits:

1. It aligns with the Chief Engineer's opinion, maintaining a harmonious working relationship and avoiding potential conflicts.
2. It prioritizes the completion of the project within the given timeframe, meeting the public demand and reducing traffic congestion.
3. It avoids additional expenses and delays associated with demolition and rework.

Demerits:

1. It compromises public safety by neglecting the serious deviations and lacunae that could potentially lead to accidents or structural failures.
2. It undermines professional ethics and integrity by overlooking the need for adherence to design specifications and safety standards.
3. It may expose the organization and individuals involved to legal liabilities and reputational damage if accidents or failures occur.

Option (ii) Make an exhaustive report of the situation bringing out all facts and analysis along with your own viewpoints stated clearly and seek written orders from the Chief Engineer.

Merits:

1. It upholds professional integrity and responsibility by documenting the deviations and potential safety risks in a comprehensive report.
2. It ensures that your concerns are properly communicated and recorded, providing evidence of your commitment to public safety.
3. By seeking written orders, it clarifies the responsibility of the Chief Engineer and establishes a clear line of accountability.

Demerits:

1. It may create tension and conflicts with the Chief Engineer who may feel challenged or threatened by the report's findings and recommendations.
2. It could result in delays and additional expenses if the Chief Engineer does not respond promptly or disagrees with the need for corrective actions.
3. It may require additional efforts to convince the Chief Engineer and other stakeholders of the urgency and importance of addressing the deviations.

Option (iii) Call for explanation from the Junior Engineers and issue orders to the contractor for necessary correction within the targeted time.

Merits:

1. It addresses the immediate issue by holding the Junior Engineers accountable for their oversight and directing the contractor to rectify the deviations.
2. It demonstrates your proactive approach in ensuring that corrective actions are taken promptly to mitigate safety risks.
3. It maintains a sense of authority and control over the project by actively engaging with the responsible parties.

Demerits:

1. It may not address the underlying systemic issues that led to the deviations, such as lack of proper supervision or adherence to quality control measures.
2. It relies on the cooperation and competence of the Junior Engineers and contractor to effectively rectify the deviations within the targeted time.
3. It may not fully address the concerns raised in the exhaustive report and may be seen as a partial solution rather than a comprehensive response to the problem.

Option (iv) Highlight the issue so that it reaches superiors above the Chief Engineer.

Merits:

1. It escalates the matter to higher authorities who may have a broader perspective and the power to enforce corrective actions.
2. It brings attention to the serious deviations and safety risks, increasing the likelihood of appropriate measures being taken.
3. It provides a mechanism for independent evaluation and intervention, reducing the influence of the Chief Engineer's opinion.

Demerits:

1. It may bypass the immediate superior, the Chief Engineer, leading to strained relationships and potential professional consequences.
2. It may take time for the issue to reach higher authorities and for them to intervene, resulting in potential project delays and safety risks persisting in the interim.
3. It may create a sense of distrust and undermine the hierarchy and chain of command within the organization.

Option (v) Considering the rigid attitude of the Chief Engineer, seek transfer from the project or report sickness.

Merits:

1. It allows you to distance yourself from the project and potential ethical dilemmas, prioritizing your personal well-being and professional integrity.
2. It provides an opportunity to seek alternative assignments or roles where you can make a positive impact and work in a more supportive environment.

Demerits:

1. It may be perceived as an escape or avoidance strategy rather than actively addressing the issue and advocating for public safety.
2. It may hinder your career growth and reputation if seen as a lack of commitment or inability to handle challenging situations.
3. It may not contribute to resolving the problem at hand and may leave the project without someone actively monitoring and addressing the deviations.

Conclusion:

Considering the detailed evaluation, **option (ii)**

- a. Making an exhaustive report of the situation bringing out all facts and analysis along with your own viewpoints stated clearly and seek written orders from the Chief Engineer remains the most appropriate course of action.
- b. It upholds professional integrity, prioritizes public safety, and establishes a clear record of your concerns.
- c. Seeking written orders ensures that the responsibility lies with the Chief Engineer and provides a documented trail of accountability.
- d. While it may involve challenges and potential conflicts, it is the ethically responsible and transparent approach to address the serious deviations in the construction project.

Q3. Sivakasi in Tamil Nadu is known for its manufacturing clusters on firecrackers and matches. The local economy is largely dependent on the firecrackers industry. It has led to tangible economic development and improved standard of living in the area.

So far as child labour norms for hazardous industries like firecrackers industry are concerned, International Labour Organization (ILO) has set the minimum age as 18 years. In India however this age is 14 years.

The units in industrial clusters of firecrackers can be classified into registered and non-registered entities. One typical unit is household-based work. Though the law is clear on the use of child labour employment norms in registered/non-registered units, it does not include household-based works. Household-based work means children working under the supervision of their parents/relatives. To evade child labour norms, several units project themselves as household-based works but employ children from outside. Needless to say that employing children saves the costs for these units leading to higher profits to the owners.

On your visit to one of the units at Sivakasi the owner takes you around the unit which has about 10-15 children below 14 years of age. The owner tells you that in his household-based unit, the children are all his relatives. You notice that several children smirk, when the owner tells you this. On deeper enquiry, you figure out that neither the owner nor the children are able to satisfactorily establish their relationship with each other.

(a) Bring out and discuss the ethical issues involved in the above case.

(b) What would be your reaction after your above visit?

Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - Ethical issues involved in the case
 - Reaction after the visit
- **Conclusion:** Prospective way forward.

Introduction:

The case study highlights the unethical use of child labor in the firecracker industry and the deceptive practices employed to evade legal norms.

It calls for immediate action to protect the rights and well-being of children and strengthen enforcement of labor laws in the industry.



Body:

(a) Ethical issues involved in the case:

1. **Child exploitation:** The use of child labor in the firecracker industry is a clear violation of ethical principles. It exposes children to hazardous working conditions, deprives them of education and a normal childhood, and compromises their physical and mental well-being.
2. **Deceptive practices:** The misrepresentation of non-registered units as household-based works to evade child labor norms is unethical. It shows a lack of integrity and honesty on the part of the owner, who is deliberately trying to deceive authorities and stakeholders.
3. **Lack of accountability:** The owner's inability to establish a satisfactory relationship with the children raises concerns about accountability. It suggests that the owner may be exploiting children from outside the family, disregarding legal requirements and the welfare of the children involved.
4. **Violation of international standards:** The disparity between international labor standards set by the International Labour Organization (ILO) and India's minimum age for employment in hazardous industries creates an ethical dilemma. India's lower age limit may be seen as compromising the rights and well-being of children compared to international norms.

(b) Reaction after the visit:

1. **Gather evidence:** Collect comprehensive evidence, including photographs, testimonies, and any available documentation, to substantiate the findings of child labor and deceptive practices in the unit.
2. **Report to authorities:** Report the case to the appropriate authorities, such as the labor department, child welfare agencies, or local law enforcement, providing them with the gathered evidence. Cooperation with authorities is crucial to ensure legal action against the owner and the protection of the children involved.
3. **Support for affected children:** Advocate for the immediate removal of children from hazardous working conditions and provide them with necessary support, including access to education, healthcare, and rehabilitation programs.
4. **Strengthen enforcement:** Call for stricter enforcement of child labor laws and regulations in the firecracker industry, emphasizing the need for regular inspections, penalties for violators, and improved monitoring mechanisms.
5. **Raise awareness and promote ethical practices:** Engage in awareness campaigns targeting both the local community and the industry stakeholders to highlight the ethical concerns of child labor and promote ethical practices. Encourage businesses to adopt responsible sourcing policies and discourage the demand for products made with child labor.
6. **Collaborative efforts:** Collaborate with NGOs, community organizations, and other stakeholders to develop long-term solutions to address the root causes of child labor in the area. This may involve initiatives to improve access to education, vocational training, and alternative livelihood opportunities for families involved in the firecracker industry.

Conclusion:

By taking these actions, a comprehensive approach can be adopted to address the ethical issues, protect the rights of children, and work towards eliminating child labor in the firecracker industry.

Q4. You are heading a leading technical institute of the country. The institute is planning to convene an interview panel shortly under your chairmanship for selection of the post of professors. A few days before the interview, you get a call from the Personal Secretary (PS) of a senior government functionary seeking your intervention in favor of the selection of a close relative of the functionary for this post. The PS also informs you that he is aware of the long pending and urgent proposal of your institute for grant of funds for modernization, which are awaiting the functionary's approval. He assures you that he would get these proposals cleared.

- (a) What are the options available to you?
- (b) Evaluate each of these options and choose the option which you would adopt, giving reasons.

Answer:

Approach:

- **Introduction:** Contextual Introduction.
- **Body:**
 - options available
 - Preferred option
 - Reasons for choosing that option
- **Conclusion:** Conclude suitably

Introduction:

The case study presents a situation where the head of a technical institute is faced with a request to favor the selection of a close relative for a professorial position.

Body:

a) Options available:

1. Grant favor to the close relative:

- **Pros:** It may result in personal benefits, such as the approval of pending proposals for funds.
- **Cons:** It compromises the integrity of the selection process, undermines meritocracy, and raises ethical concerns. It can damage the reputation of the institute and create a perception of favoritism and nepotism.

2. Reject the request and conduct the selection process impartially:

- **Pros:** Upholds the principles of fairness, transparency, and meritocracy. Ensures that candidates are selected based on their qualifications and abilities. Maintains the credibility and reputation of the technical institute.
- **Cons:** It may lead to disappointment or potential repercussions from the government functionary or their associates who expect preferential treatment. There might be delays in getting the pending proposals approved.

3. Inform higher authorities or anti-corruption department:

- **Pros:** Demonstrates a commitment to ethical conduct, transparency, and accountability. Protects the integrity of the selection process and the reputation of the institute. Raises awareness about the unethical request and helps prevent future incidents.
- **Cons:** It could create tensions or conflicts with the government functionary or their office. It may involve additional investigations or procedures, causing delays in the selection process or approval of pending proposals.

Preferred option:

Option 2 - Reject the request and conduct the selection process impartially.

- This option upholds the principles of fairness, meritocracy, and integrity.
- It avoids nepotism and ensures that candidates are selected based on their qualifications and abilities rather than personal connections.
- It also maintains the reputation and credibility of the technical institute.

Reasons for choosing option 2:

- **Upholding meritocracy:** Selecting candidates based on their qualifications and capabilities ensures a high standard of education and research at the institute.
- **Maintaining integrity:** Rejecting the request preserves the ethical standards of the institution and builds trust among stakeholders.
- **Avoiding potential consequences:** Granting the request could lead to negative repercussions, such as a compromised reputation, loss of trust, and legal implications.
- **By choosing option 2, the institute demonstrates its commitment to fairness, transparency, and academic excellence.**

Conclusion:

It is essential to maintain a high standard of ethical conduct and avoid succumbing to external pressures that compromise the integrity of the selection process. By selecting candidates based on merit, the institute can continue to uphold its academic standards and ensure the best candidates are chosen for the professorship positions.

Q5. As a senior officer in the Finance Ministry, you have access to some confidential and crucial information about policy decisions that the Government is about to announce. These decisions are likely to have a far-reaching impact on the housing and construction industry. If the builders have access to this information beforehand, they can make huge profits. One of the builders has done a lot of quality work for the Government and is known to be close to your immediate superior, who asks you to disclose this information to the said builder.

- (a) **What are the options available to you?**
- (b) **Evaluate each of these options and choose the option which you would adopt, giving reasons.**

Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - Analyze each of the options with merits and demerits
- **Conclusion:** Prospective way forward.

Introduction:

The case presents a dilemma where a senior officer in the Finance Ministry is asked to disclose confidential information to a builder for personal gain.

Body:

Option 1: Disclose the confidential information to the builder as instructed by your immediate superior.

Pros:

- Maintain a good relationship with your superior.
- Avoid potential conflicts or negative consequences from disobeying the instruction.

Cons:

- Unethical behavior that undermines fair competition.
- Potential legal consequences for sharing confidential information.
- Damage to your professional reputation and integrity.

Option 2: Refuse to disclose the information and maintain confidentiality, even if it goes against the wishes of your superior.

Pros:

- Uphold ethical standards and maintain the integrity of the policy decisions.
- Protect the interests of the housing and construction industry as a whole.
- Demonstrate personal integrity and professionalism.

Cons:

- Strained relationship with your immediate superior.
- Possible backlash or negative consequences from your superior.
- Potential professional repercussions or difficulties within the organization.

Option 3: Seek guidance from a higher authority or ethics committee within the ministry.

Pros:

- Obtain expert advice and guidance on the ethical implications of the situation.
- Protect yourself from potential accusations of wrongdoing.
- Ensure a fair and transparent decision-making process.

Cons:

- Delay in obtaining guidance, which may impact time-sensitive matters.
- Possible negative reactions or consequences from your immediate superior.
- Limited control over the outcome, as it depends on the response of the higher authority or ethics committee.

Option 4: Report the situation to the appropriate authorities or file a complaint against your superior.

Pros:

- Uphold ethical standards and promote transparency.
- Protect the public interest and prevent potential misuse of confidential information.
- Initiate an investigation into any unethical behavior within the organization.

Cons:

- Potential backlash or retaliation from your immediate superior or others involved.
- Risk of professional consequences or strained relationships.
- Process may take time and resources, and the outcome is uncertain.

b) Evaluation of options:

- Disclosing the information would be unethical and could lead to legal consequences. It undermines fair competition and benefits only a select few.
- Maintaining confidentiality upholds ethical standards and protects the integrity of the policy decisions. However, it may strain your relationship with your superior.
- Seeking guidance from a higher authority or ethics committee can provide you with a clear course of action and protect you from any potential repercussions.
- Reporting the situation to the appropriate authorities or filing a complaint against your superior may be necessary if your immediate superior persists in their unethical request.

Conclusion:

The best option would be to maintain confidentiality and refuse to disclose the information to the builder.

Upholding ethical standards is crucial in your role as a senior officer, and it is important to prioritize the public interest over personal relationships.

If the situation persists, seeking guidance from a higher authority or ethics committee would be the next appropriate step to ensure transparency and integrity in decision-making processes.

Q6. You are the Executive Director of an upcoming Infotech Company which is making a name for itself in the market.

Mr. A, who is a star performer, is heading the marketing team. In a short period of one year, he has helped in doubling the revenues as well as creating a high brand equity for the Company so much so that you are thinking of promoting him. However you have been receiving information from many corners about his attitude towards the female colleagues; particularly his habit of making loose comments on women. In addition, he regularly sends indecent SMS to all the team members including his female colleagues. One day, late in the evening, Mrs. X, who is one of Mr. A's team members, comes to you visibly disturbed. She complains against the continued misconduct of Mr. A, who has been making undesirable advances towards her and has even tried to touch her inappropriately in his cabin.

She tendered her resignation and left your office.

(a) What are the options available to you?

(b) Evaluate each of these options and choose the option you would adopt giving reasons.

Answer:

Approach:

- **Introduction:** Shortly analyze the case study.
- **Body:**
 - Options available
 - Evaluate each of these options and choose the option you would adopt giving reasons
- **Conclusion:** Conclude suitably

Introduction:

A star performer in an infotech company is accused of misconduct and harassment towards a female colleague.

Body:

(a) Options available:

1. Take immediate disciplinary action against Mr. A:

Pros:

- Sends a clear message that misconduct and harassment will not be tolerated.
- Provides a swift response to protect the victim and prevent further harm.
- Demonstrates a commitment to maintaining a safe and respectful work environment.

Cons:

- May require a thorough investigation to gather evidence before taking action.
- Can result in legal challenges if proper procedures are not followed.
- Losing a star performer like Mr. A could have a short-term impact on the company's performance.

2. Conduct a thorough investigation:

Pros:

- Allows for a fair and impartial assessment of the allegations.
- Provides an opportunity for all parties involved to present their side of the story.
- Helps establish a factual basis for any subsequent actions or decisions.

Cons:

- Investigation process may take time, potentially causing anxiety and stress for those involved.
- Witnesses may be hesitant to come forward, making it challenging to gather evidence.
- It may be difficult to maintain confidentiality during the investigation, which could affect morale.

3. Provide support to Mrs. X:

Pros:

- Shows empathy and care for the well-being of the victim.
- Provides necessary assistance, such as counseling and legal support, to help Mrs. X cope with the situation.
- Demonstrates a commitment to supporting employees who experience harassment or misconduct.

Cons:

- Support alone may not address the root cause or prevent future incidents.
- Mrs. X may still choose to leave the company despite the support provided.
- Providing support without addressing the issue directly may send a mixed message about the seriousness of the situation.

4. Review company policies and procedures:

Pros:

- Helps identify gaps or weaknesses in existing policies related to harassment and misconduct.
- Allows for necessary updates or improvements to prevent similar incidents in the future.
- Provides an opportunity to educate employees and raise awareness about appropriate behavior.

Cons:

- Policy changes may take time to implement, delaying immediate action.
- Resistance or pushback from employees who are resistant to change.
- Policies alone may not be sufficient if there is a lack of enforcement or accountability.

(b) Evaluation and chosen option:

The most appropriate option is to conduct a thorough investigation.

- This ensures fairness and allows for a proper assessment of the situation.
- It is important to take the allegations seriously and gather evidence before taking any disciplinary action against Mr. A. Supporting Mrs. X and providing a safe and supportive environment for her is crucial.
- Additionally, reviewing company policies and procedures can help prevent similar incidents and promote a respectful work environment.

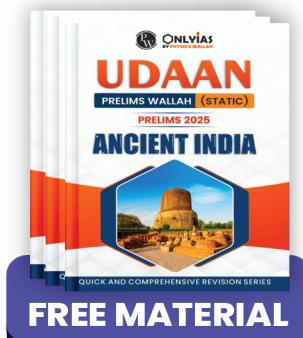
Conclusion:

Prompt action must be taken to address the complaint of harassment and inappropriate behavior in the workplace, ensuring a safe and respectful environment for all employees.



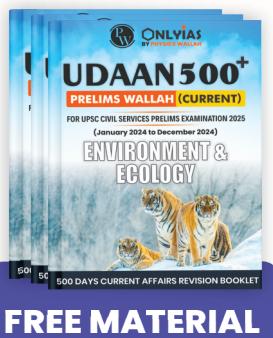
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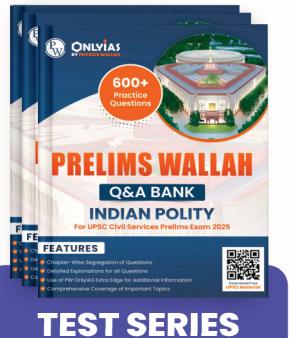
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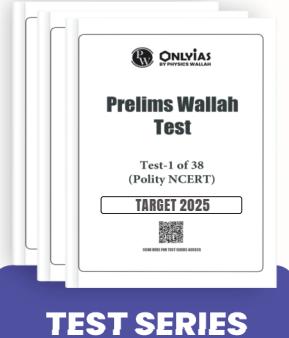
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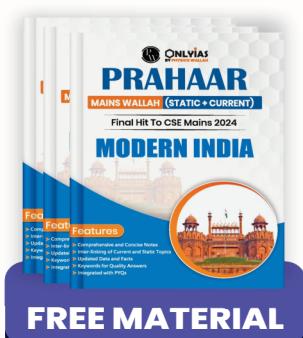
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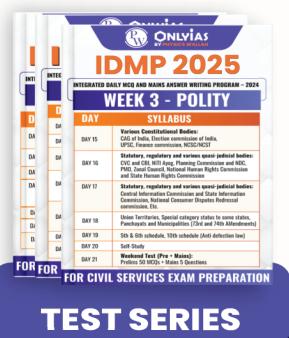
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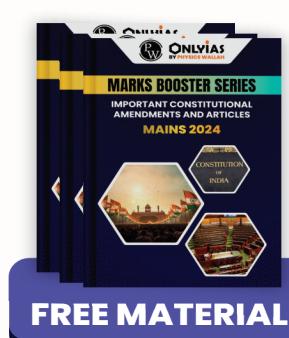
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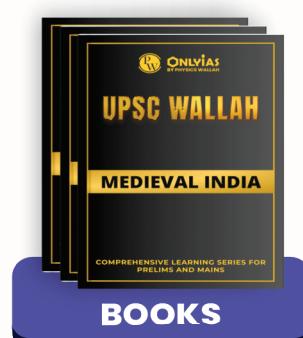
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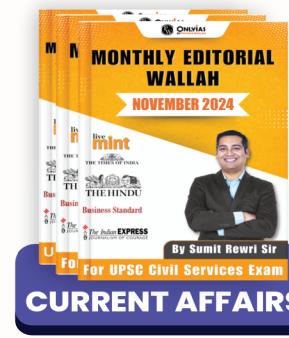
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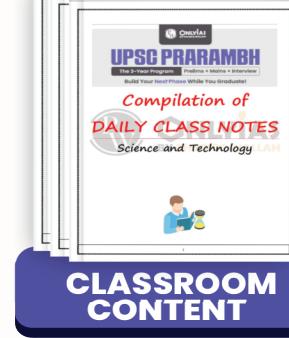
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