

VAJIRAM & RAVI

13

GENERAL STUDIES Ethics Enrichment Program-2024 Ethics Full Length Test

Time allowed: Three Hours

Maximum Marks: 250

ADMIN. NO.:
NAME:
UPSC Roll NO.
MOBILE NO.:
EMAIL.:
SUBMISSION DATE:

**UPSC CSE 2024
AIR-351**

QUESTION PAPER SPECIFIC INSTRUCTIONS

Please read each of the following instructions carefully before attempting questions:

*There are **TWENTY** questions printed in **ENGLISH**. All the questions are compulsory.*

The number of marks carried by a question/ part is indicated against it. Word limit in questions, wherever specified, should be adhered to. Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.

Q No.	Marks	Q No.	Marks	Q No.	Marks
Q1	/10	Q6 c)	/10	Q13	/20
Q2	/10	Q7	/10	Q14	/20
Q3	/10	Q8	/10	Q15	/20
Q4	/10	Q9	/10	Q16	/20
Q5	/10	Q10	/10	Q17	/20
Q6 a)	/10	Q11	/10	Total	/250
Q6 b)	/10	Q12	/20		

Evaluator Code: _____

Parameters		Good	Average	Needs Improvement
Conceptual Understanding				
Understanding Demand of Question				
Structure	Introduction			
	Body			
	Conclusion			
Presentation-Illustrations, flowcharts, diagrams, etc.				
Language and Handwriting				
No. of Questions Attempted				
Adherence to Word Limit: Yes/No				

Evaluator/Reviewer Suggestions

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Evaluator/Reviewer Suggestions

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Section - A

Answer the following in not more than 150 words each: Each Question carries 10 marks (10marks x 13 = 130 marks)

1. Write short notes on the following in 75 words each:

(i) Role of Intellectual Integrity in administrative decision making.

(ii) Role of Citizen Charter in good governance.

(10 marks, 150 words)

i) Intellectual integrity refers to the ability of being consistent in one's thoughts and moral values

Its role in decision making

(1) It removes egoist tendencies

(ex) Resignation in case of any difficulty.

(2) It maintains self belief and ensures courage of conviction

(ex) Manjivati and Shetty.

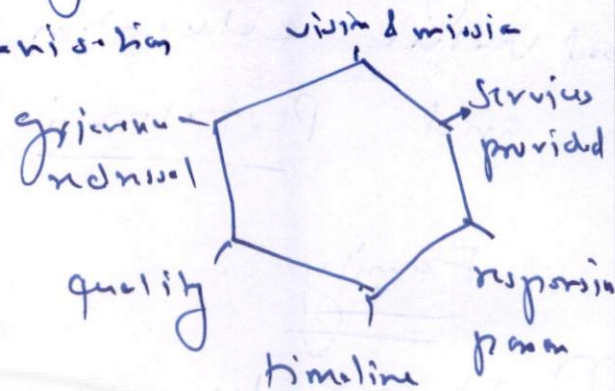
(3) It helps in furthering public interest (ex) Armstrong Power

100km road

Intellectual integrity is of prime importance to remove any crisis of conscience leading to informed decision making

ii) Citizen Charter provides for the vision, mission, accountability matrix and grievance redressal in any organisation

Role in good governance



- ① It provides for clear communication about service (ex) Indian Railways
- ② It provides for timeliness to receive benefits (ex) NTPC
- ③ It creates an environment of openness and responsiveness (Grievance redressal mechanism)
- ④ It does away with culture of secrecy (ex) ISA, 1923)

Citizen charter is an effective tool but needs certain improvements like involvement of people, publishing in vernaculars to be more effective.

2. Compare and contrast the roles of family and educational institutions in value inculcation. How can these two institutions complement each other?

(10 marks, 150 words)

Family and educational institutions play an important role in socialisation and value education as per Sutherland and Pestalozzi.

Family

① It provides respect for culture and religion.

② It provides for gender sensitisation as per existing norms of the family.

(or) patriarchy in family.

③ Observational learning can go wrong.

④ Co-curriculars are restricted.

Educational Institution

① It provides for ethos of tolerance.

(through different ideas meet here)

② It provides for inclusive gender sensitisation.

(or) equal respect for women.

③ Observational learning teaches values.

(or) teachers.

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not creating a sense of self belief to the fullest

- ⑨ cocurricular opportunities building personality
- ⑩ team work

Yet they can complement each other

① Operant conditioning in initial years of child through reward for good values and punishment for wrong deeds.

② Gender sensitive socialization can be reinforced at both places inculcating similar values.

③ Respect for models through ideals of respecting elderly and in school towards teachers.

④ Increased collaboration both at family and schools through creative pedagogy (ex field visits)

VAJIRAM & RAVI School and family both have an equally important role to play in creating morally uplifted individuals as carriers of nations growth

3. "Tolerance is not just about accepting differences; it is about appreciating and celebrating diversity." Discuss the importance of tolerance for governance. How can civil servants foster a culture of tolerance and inclusivity in a diverse country like India? (10 marks, 150 words)

Tolerance may be defined as the value of respecting ideas of others without any discrimination.

Tolerance celebrating diversity

celebrating eid and Diwali together in India

some restaurants

serving veg/non veg foods

multicultural acceptance of ideas

India showing unity and diversity and Vasudhaiva Kutumbakam.

Importance of tolerance in governance

① It helps in team building

(or) different ethnicities / religion people in a team

② It avoids any discriminations

in availing benefits of any scheme

(ex) (PDS for both communities in equity)

③ creates a culture of trust and strengthens social capital

Civil servants fostering tolerance

① Continuous sensitivity training

(ex) mid career training

② Following constitutional morality (in line with Article 14, 15)

③ Following dedication to public service as "Yogesh Karmasu Kousholem" (beyond personal bias)

④ Follow principles of reciprocity and ideals of role models (ex) Gandhi)

In today's divided world with increasing intolerance

(ex) UK riots) moral value

inculcation has become of prime value

4. "A person's character is most accurately revealed in their private life, not their public persona." Critically examine this statement in the context of public servants and their ethical conduct. (10 marks, 150 words)

Integrity may be defined as the value of "walking the talk" even when no one is watching is following moral values in public and personal life as "Integrity is neither selective nor negotiable"

Having same standards in public and private life

① Strengthening public trust and reliability - Gandhiji, ousted his sister of ashram for practising untrustworthiness

② It creates a brand of integrity around that person - (Ex) Lal Bahadur Shastri and his family kept fast one in a week before implementing it throughout the country.

③ No crisis of conscience - inner peace is the softest pillow

However having different standards

① Renouncing by people as shelf life of lie is small - (ex) Asharam

② Creates crisis of conscience and knows clear split (ex) Bapu

MP Inspector beating his wife - implementing authority of Domestic violence act 2005

③ Lack of credibility among people (ex) Keshabchandra Sin

④ It weakens social capital and strengthens hedonistic tendencies

Public servants act as the guiding light for society to follow and need to have highest ethical standards for public trust.

5. Accountability mechanisms are essential for ethical governance but often lead to bureaucratic delays and inefficiencies." Critically examine this statement in the context of Indian administration. Can a balance be struck between accountability and efficiency? Discuss with suitable examples. (10 marks, 150 words)

Accountability may be defined as a culmination of responsibility, responsiveness, answerability and it comes with sanctions

Accountability leading to delays

- ① A strong hierarchical bureaucracy (weberian) may lead to transferring of responsibilities on each other (enhancing red tapism)
- ② It may create minimalist bureaucracy doing the basic minimum (e.g. Government doctors)
- ③ Bureaucracy may hide behind the deceit in absence of resources (rule ritualism)
(e.g. led to death of girl (tribal))

in Thacker and due to unavailability of food in absence of aadhaar.

⑨ It stifles innovation

Accountability having positive

- curbs corruption
- acts as deterrence
- reduces discretion

Synthesis of accountability and efficiency

① Ideals of commitment to public service (17) E Sreedharan completing DMRC in time (byon time)

② Outcome oriented officers (17) TN Seshan acted as an example to balance both.

Accountability and efficiency form the blood life of an upright bureaucracy which is of vital importance to make India "Vishwaguru"

6. What does each of the following quotations convey to you in present context?

a) "Reason is, and ought only to be the slave of the passions, and can never pretend to any other office than to serve and obey them." - David Hume

(10 marks, 150 words)

This statement explain how an individual is driven by his passions and desires and is self centered and he cant be driven by other values

But antithesis was given by Rousseau "When he said "Desires on demand of body and values on need of soul" so we can understand both as

Reason as slave of passion

① Individual driven by hedonistic tendencies (ex) lower order needs i.e. material, bodily pleasure

② Individuals getting involved in corruption (As Raushya said

honey on the tongue it is very difficult not to taste it)

③ Lack of values - ineffective socialization and child rearing

(ex) mob lynching, cow vigilantes)

Positives driven by reason

① Public spirited individuals

have urge for public good

(ex) Mahatma Gandhi)

② Reason provide for reflexive equilibrium (Rawls) i.e. peace

with our soul (ex) Ashoka (Chunko)

③ Presence of intellectual integrity

(ex) Satyendra Dubey.

As per Marilyn Ferguson gate of change opens from within so we need to inculcate values for a better tomorrow

6. b) "The ultimate measure of a person is not where they stand in moments of comfort and convenience, but where they stand at times of challenge and controversy." - Martin Luther King Jr. (10 marks, 150 words)

The times of difficulty test the real grit of an individual as all his held principles values and ideals are brought to test in the times of difficulty.

Difficult times measuring strength

- ① values of fortitude and equanimity maintains courage to act (or) Forest personnel saving children in Wagonad)
- ② Personal beliefs and courage of conviction (or) Freedom fighters in Indian National Movement.
- ③ Dedication to public service and integrity helps

individual to avoid prevalent vices (Ex) departmental corruption)

④ Decision making and leadership ability drive individuals to take action in difficult times.

(Ex) Railway minister after Daboo)

⑤ It provides for innovation

(Ex) Divya Mittal brought water to Louisa Doh village, Shikharika & nutrition gardens)

⑥ Brings out real character

(Ex) Sandeep Nandan's eye etc

⑦ It is testament to person's emotional intelligence (Ex) Chetan

Remod (IPI) during crowd through national anthem)

Courage is a virtue (cardinal) which needs

inculcation for wholesome^{ness} of character

6. c) "In matters of conscience, the law of the majority has no place." - Mahatma Gandhi. (10 marks, 150 words)

Conscience may be defined as an intellectual inherent capacity within an individual which helps him in taking decisions.

Conscience against majority

- ① Providing equitable treatment
 - ⊆ Right to gender identity for transgenders (NALSA case 2014)
- ② It helps into social Darwinism i.e. growth of society (given by Herbert Spencer)
 - ⊆ Inter caste marriages being accepted today
- ③ It provides to remove traditional biases and practices

① against notion of patriarchy, dowry, child marriage

② It acts as harbinger for evolution of law (ex) Minister repeals as an offence - still legal

sometimes conscience can go against majority for wrong cause

① Against equity - (ex) Taliban in Afghanistan against women's education.

② It can lead to hasty decision making (ex) force encounter for early justice.

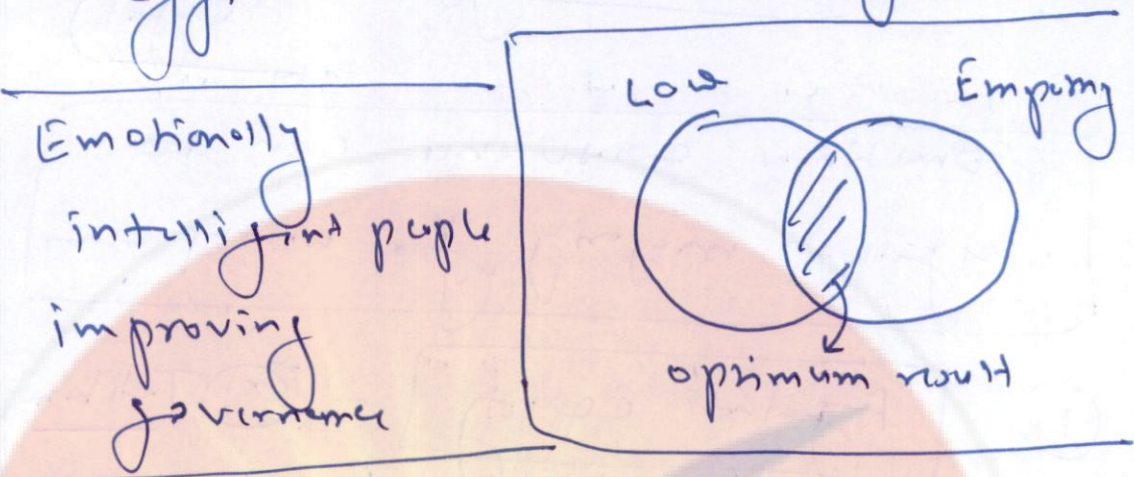
③ It can remove acceptance to law (ex) people not paying taxes or CSR

Conscience and majority opinion should supplement each other for best results.

7. "Empathy is seeing with the eyes of another, listening with the ears of another, and feeling with the heart of another." How can emotionally intelligent civil servants utilize empathy to improve governance and service delivery?

(10 marks, 150 words)

Empathy forms a major foundational value which leads to enhanced public service delivery and efficient decision making



① Public commitment to citizenry rather than rule situationalism (or Post voting)

② It helps increase social capital removing distrust among people (or during crisis)

③ It leads to enhanced and improved decision making (or)

Sangi Express in Chhattisgarh)
bike ambulance

④ Acceptance to divers. opinions
and fair resolution of disputes

(ex) G.K. Pillai negotiating with N-govt

⑤ It takes into account importance
of inviolability of human dignity

(ex) a woman died in ambulance
due to VIP convoy and police
men didn't allow her to pass

⑥ It makes services accessible

(ex) Election Commission
providing wheel chair facilities

⑦ Leads to reaching the last

mile (ex) model village in
M. Pradesh - Rajyaon Siddhi)

As per Denis

Goleman EQ leads to 80% of
success and needs to be
nurtured through value education
and practice.

8. Analyse the ethical implications of the widening gap between rich and poor nations. Is there a moral obligation for developed countries to assist developing ones?

(10 marks, 150 words)

As per Thomas Piketty (Capital in 21st Century) the rising disparities between nations is the reason of all existing evils in the society.

Ethical Implications of widening gap

- ① Fertile ground for radicalization
(A) AQ - ISIS etc
- ② Culture of poverty through continued colonialism (A)
inequitable trade deals at WTO
- ③ Exploitative division of labour is one growing at the cost of other (A) zone selling products through Bangladesh and paying 30% cost only
- ④ It exacerbates other non

traditional security threats (ex)

Climate change, sea level rise (ex)

(B) Increasing feminization of poverty

(ex) Sweethops in Bangladesh.

Moral obligation for developed countries

(1) As per Dalai Lama the motto for the well being of others the motto for first happiness becomes " (ex) Peace clause for India at WTO

(2) International unity of existence as all are linked in a chain and it is as strong as the weakest link.

(ex) aid to LDCs

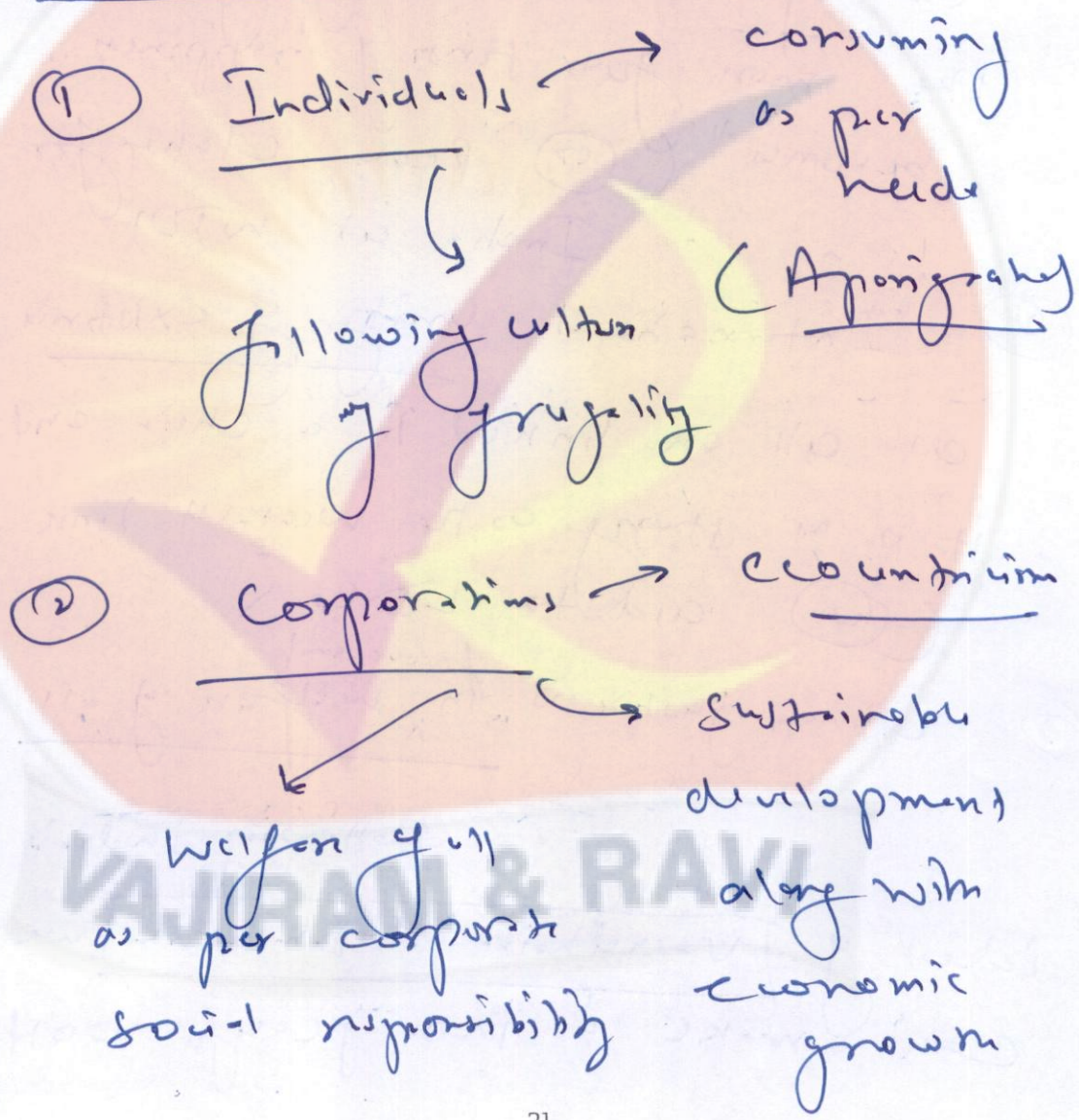
(3) Climate justice is in welfare of all

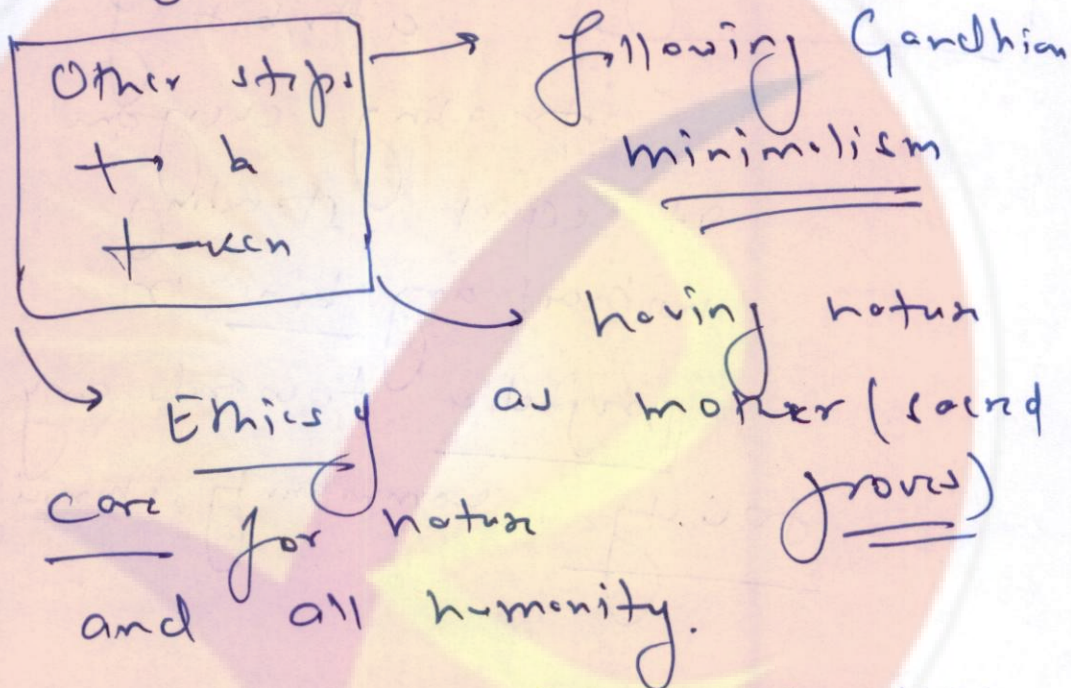
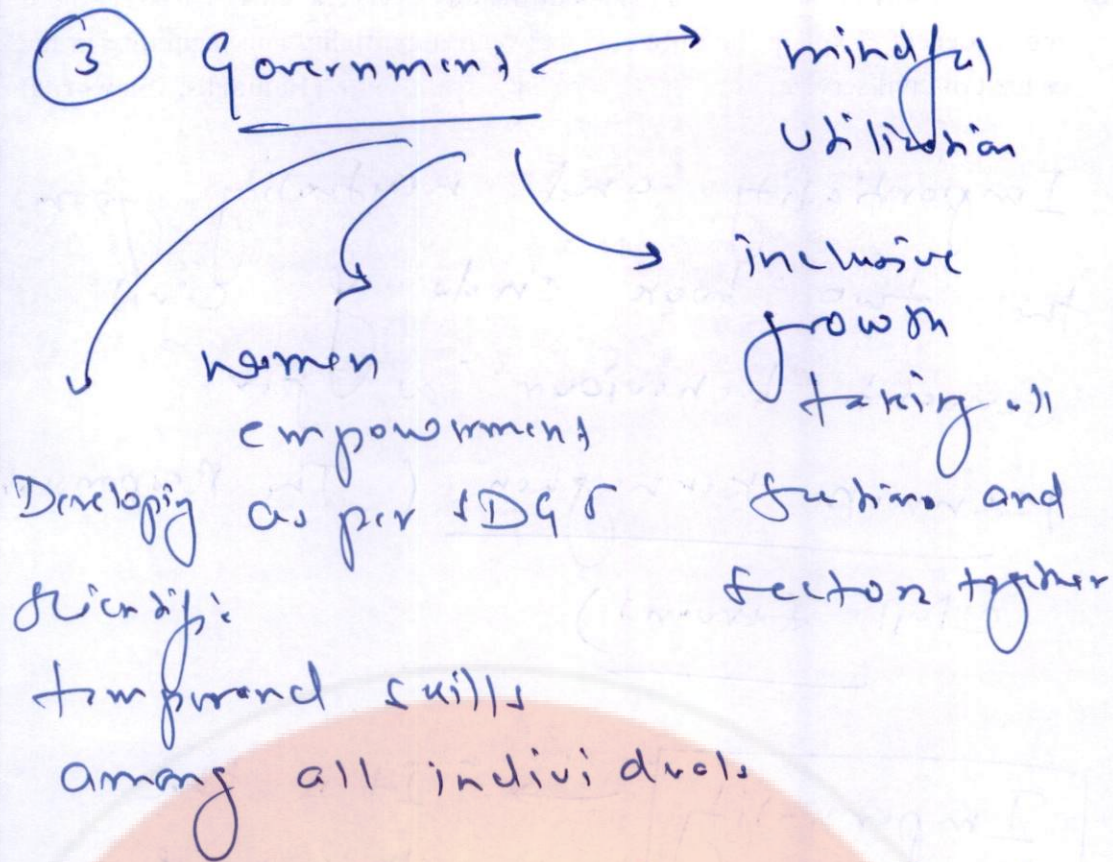
Following India's ideal of Vasudhaiva Kutumbakam we can make a more peaceful world

9. "We do not inherit the earth from our ancestors; we borrow it from our children."
Discuss the ethical responsibilities of individuals, corporations, and governments in protecting the environment for future generations. (10 marks, 150 words)

India's recent initiative of LIFE at COP27 UNFCCC is a con in point where in place of mindlessly consuming we become mindful of our utilization.

Ethical responsibilities





As per Gandhiji

there is enough for everyone's need but not for anyone's greed and it should guide our behaviour

10. "Impartiality is not neutrality; it is about treating everyone fairly based on merit and evidence." Explain the difference between impartiality and neutrality in the context of civil service. (10 marks, 150 words)

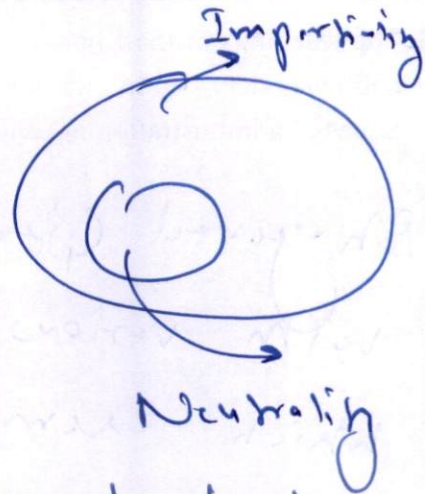
Impartiality and neutrality forms the two book ends of civil servants behaviour as per Kenneth Kerneghan (The Responsible Civil Servant)

Impartiality → It is the attribute of treating everyone at equal standing without any bias or prejudice towards any society, community, ethnicity

Neutrality → It is absence of values ie just situation which was the guiding light of

Weberian bureaucracy

Difference in context of civil services



1) Civil services need to be value driven and not strictly neutral as per needs of time

(ex) not favouring any community does not mean serving any)

2) Impartiality in case of political allegiance and neutrality in case of any value superiority for self (ex) love as an private value cannot be utilized in public sphere)

Impartiality and neutrality needs to be guided by public commitment to constitution to have an efficient public service delivery.

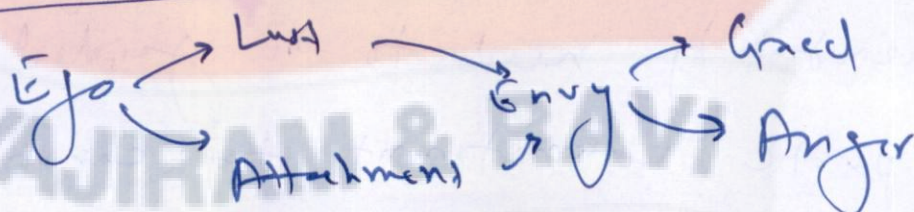
11. The teachings of the Bhagavad Gita offer valuable lessons for ethical conduct in public service. Discuss the relevance of these teachings in navigating the ethical issues of administration in contemporary India. (10 marks, 150 words)

Bhagavad Gita has provided us with various moral teachings which remain eternally relevant to have a just society.

Teachings of Gita for ethical issues of administration

① Following Nishkama Karma -
i.e. working without any expectation of reward (Ex) OP Chandhary building education hub in Dutwade

② Following principles of non attachment and non envy



as it destroys rational thinking

③ Apad Dharmas - i.e. non observance of absolute morality in the times of crisis (ex) to save the sovereignty of a country

④ Following ideals of Loksevakta i.e. acting in the welfare of people (ex) schemes like NPSA Act - to detoxification

⑤ Yogeshwara Ushomayam i.e. happiness of king lies in happiness of the people (ex) PM Modi taking part in SBM

⑥ Following righteousness at all times - in line with Kant's idea of ends and means and kingdom of acts

Gita's ideals and our constitutional morality leads to virtal dynamism (Radhakrishnan) which creates virtuous society

Section - B

Answer the following in not more than 250 words each: Each Question carries 20 marks (20marks x 06 = 120 marks)

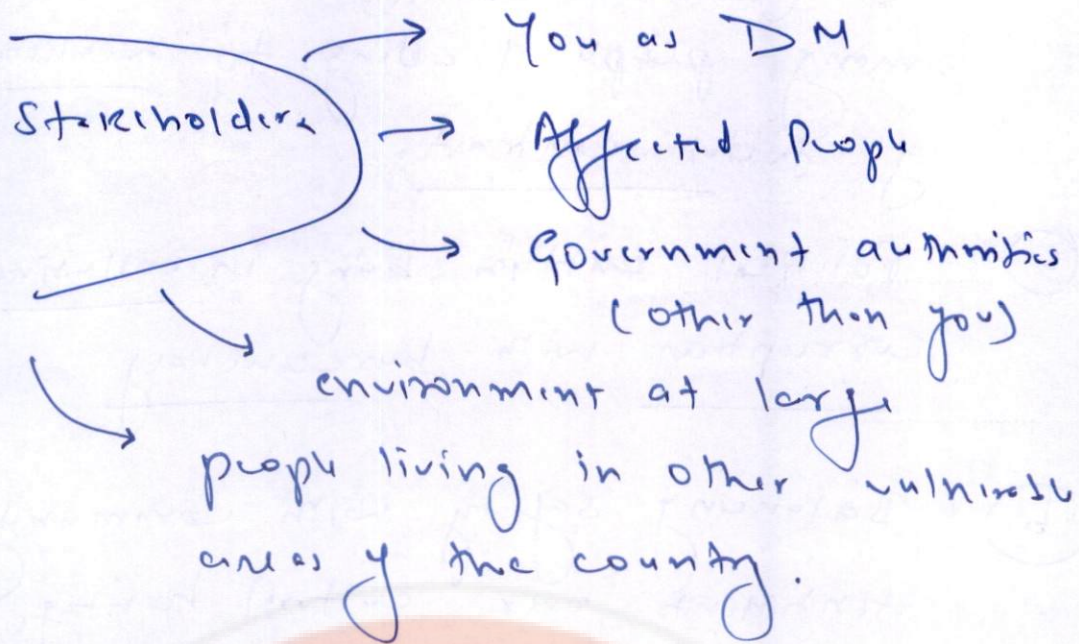
12. In the aftermath of the devastating landslides in Kerala, you, the District Collector, face an arduous task: overseeing relief and rehabilitation efforts amidst widespread destruction and loss. While the immediate priority is to provide aid and shelter to the affected, the complexities of the situation demand a delicate balancing act between transparency, accountability, and community empowerment. The disaster has drawn intense media attention and public scrutiny which places immense pressure on you to ensure that every action is transparent and accountable. However, the urgency of the situation and the sheer scale of the devastation make maintaining meticulous records and following standard procedures a challenge. Further, you receive reports of irregularities in the distribution of relief materials, with some influential individuals and communities allegedly receiving preferential treatment. You also recognize that true recovery lies in empowering the affected communities to take ownership of the rehabilitation process. However local communities express concerns about the long-term sustainability of proposed rehabilitation plans. Media reports highlight instances of communities resisting relocation to safer areas, citing cultural and emotional attachments to their ancestral lands.

- What are the ethical issues involved in the case study?
- How do you navigate the sensitive issue of balancing the imperative of safety with respect for community sentiments and cultural heritage?
- How do you ensure equitable distribution and maintain transparency in the allocation process, all while under intense media scrutiny? (20 marks, 250 words)

The recent landslide causing huge devastation in Wayanad district led to loss of more than 400 lives which poses serious questions on transparency and accountability of

district development planning authorities and appraisal committee along with issue of balancing

development with environment



⑨ Ethical Issues

① Systemic corruption (irregularities in distribution of relief material, preferential treatment of communities)

② Against rule of law (Article 15, discriminating on the ground of gender, race, caste, creed etc.)

③ community rights over their property and resources threatened

④ Not adhering to the established standards of procedure

- ⑤ Low credibility of public authorities among people leading to weakening of social contract.
- ⑥ Political culture bring in collusive corruption with bureaucracy.
- ⑦ Balancing safety with community sentiments over cultural heritage.
- ⑧ Persuasion through explaining the issues existing over safety of people.
- ⑨ Enforcing codes like National Building Code 2016 and taking care of structural retrofitting.
- ⑩ Arranging a participatory community meeting involving all stakeholders and faction leaders to discuss rehabilitation plan.
- ⑪ Role models like religious gurus.

may be called upon to enhance trust among people.

(5) Assurance of strict action against violators of the code of conduct

(c) Ensuring equitable distribution and maintaining transparency

(1) Fixing of accountability with respect to ^{material} relief distribution in all areas respectively.

(2) Forming an oversight committee under my supervision to have random checks at locations.

(3) Requesting authorities for a third party audit post rehabilitation and relief work is complete.

(4) Maintaining record registers through blockchain or

Other technological options immediately available.

- ⑤ Distribution of resource based on data of population from register and revenue records.
- ⑥ Strict action against illegal and immoral political interference.
- ⑦ Having ensured enough checks and balances before taking any action (qualified decision) and not based on allegation.

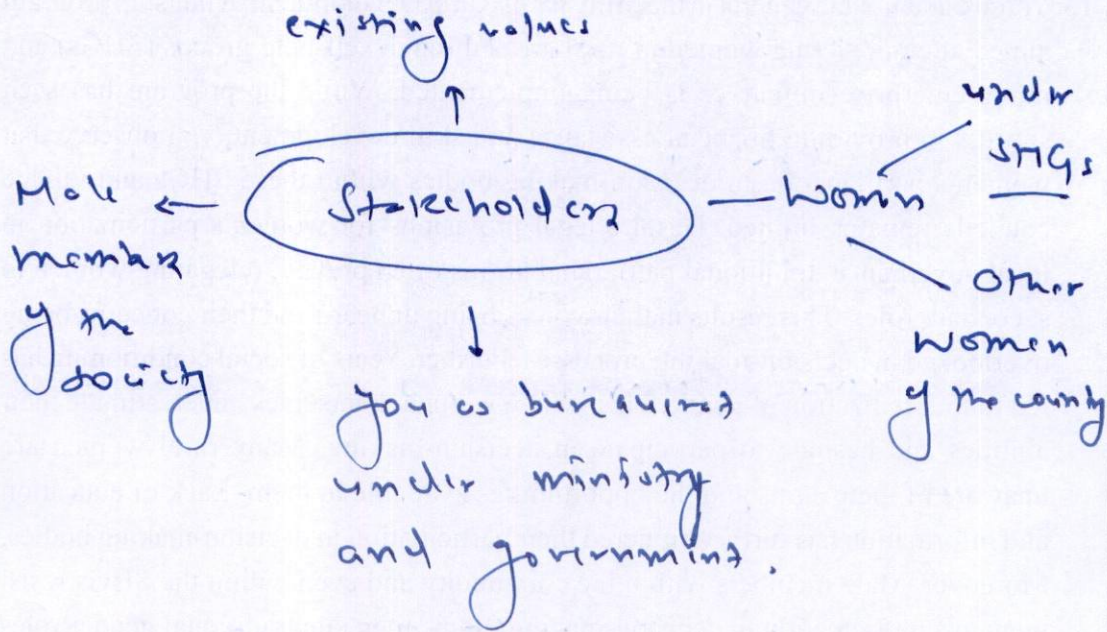
Corruption is the manifestation of failure of ethics in the society (2nd ARC 4th report) and at this juncture of hazard prevailing corruption shows loss of social capital which needs to be checked through regular interactions and participatory planning.

13. You are a senior bureaucrat in the Ministry of Rural Development. A flagship program aimed at empowering women in rural areas through self-help groups (SHGs) and micro-enterprise initiatives is being implemented. While the program has seen success in providing financial assistance and skill development, you observe that women's participation in decision-making bodies within these SHGs and village councils remains limited. Despite legal provisions for women's participation in local governance, traditional patriarchal norms often prevail, relegating women to secondary roles. This results in their voices being unheard and their concerns being overlooked in decision-making processes. Further, Years of social conditioning has led to internalization of gender bias, where women themselves underestimate their abilities and hesitate to participate in decision-making. Many rural women are unaware of their rights and the opportunities available to them. Lack of education and information has further hindered their participation in decision-making bodies. Moreover, Male members within the community and even within the SHGs resist women's participation in decision-making. Some men cite traditional gender roles and norms while some question their abilities. They also try to control access to resources and information, limiting women's ability to participate effectively in decision-making processes. Women who attempt to challenge traditional norms face social ostracism or pressure from their families and communities to conform.

- Identify the ethical issues in the given case study.
- How can you engage with male members of the community and SHGs to address their concerns and encourage them to support women's participation?
- What institutional and policy changes can be made to create a more enabling environment for women's participation in decision-making, ensuring that their voices are heard and valued?

(20 marks, 250 words)

The case study provides the basis for prevalence of overarching patriarchy acting as a stumbling block in development of nation to the fullest also going against constitutional morality and our civilizational ethos.



① Ethical issues

① Prevailing over arching patriarchy looking at women as the second sex.

② Oppression of women and denying them freedom to express is against Freedom of speech and expression (Article 15)

② Lack of confidence among women due to non development of self agency in absence of education

- (a) Faulty child rearing and socialization practices leading to internalization of patriarchy.
- (b) Toxic femininity for women thinking of themselves as less able.
- (c) social ostracization leading to unachieved potential for women
- (d) Prevalence of poverty and inefficient working of SHGs due to absence of women's opinion.
- (e) Engaging with male members
 - (1) Through Gram Sabha meetings instilling feeling of love (for women) and disgust towards existing practices
 - (2) Engaging local leaders in persuasion of male members

- ③ Role modelling (1*) 4 women in top 4 ranks of UPSC 2022
- ④ social proofing through stories of successful women driven SHGs for (or) SEWA by Ila Bhatt
- ⑤ Implementation of scheme like Beti Bachao Beti Padhao through techniques of reward and punishment
- ⑥ Providing incentives to local industries procuring material from women led SHGs (or) tax breaks
- ⑦ Institution and policy changes
- ⑧ Focus more on outcomes than outputs (or) women participation increasing in spirit or not)
- ⑨ Gender Budgeting to be given a push to provide equity

resources for women development

- ③ Regular social audits (as for MGNREGA) to create a deterrent effect.
- ④ Expanding the ideas of women led SHG growth (ex) Kudumb Shru in Kerala
- ⑤ Designing school curriculums with ideas of equity for women (whole school approach)
- ⑥ Dynamic parenting and child rearing practices should be gender sensitive.

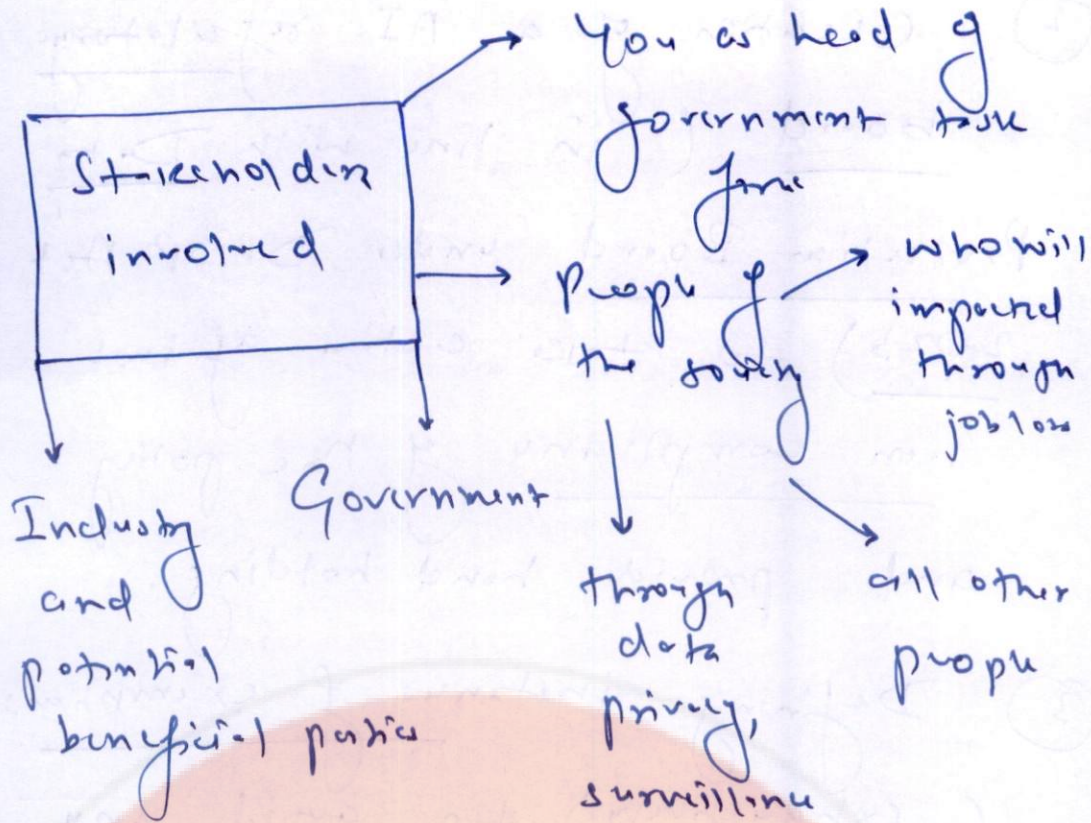
"No country can become great which stifles the potential of its women and deprives itself of the contribution of half of its citizens" (Michelle Obama)

this has to be followed for holistic growth.

14. India stands on the brink of a transformative AI revolution. The government's "Digital India" initiative and the private sector's enthusiasm for AI applications across various sectors hold immense promise for economic growth and societal development. AI-powered solutions are being explored to revolutionize healthcare diagnostics, streamline financial services, enhance agricultural productivity, and even aid in law enforcement and disaster management. However, this rapid advancement has also raised critical ethical questions. As AI automates tasks once performed by humans, concerns about job losses and widening economic disparities loom large. While new jobs might emerge, the skills required could leave many behind. Further, the vast amounts of data collected and analyzed by AI systems raise serious privacy concerns. The potential for misuse of personal information, mass surveillance, and profiling by both government and private entities poses a significant ethical challenge. Moreover, AI systems are trained on historical data, which can perpetuate and amplify existing biases in society. This can lead to discriminatory outcomes in areas like hiring, lending, and even criminal justice, unfairly disadvantaging certain groups.

As AI systems become more complex and autonomous, determining accountability for their actions and decisions becomes increasingly difficult. The "black box" nature of many AI algorithms makes it challenging to understand their decision-making processes, raising concerns about transparency and the potential for misuse. You are the head of a newly formed government task force on Artificial Intelligence (AI). Given the multifaceted ethical challenges associated with the growing influence of AI, formulate a comprehensive national AI policy framework for India. (20 marks, 250 words)

The case study provides the basis for dilemma balancing the positives of technology implementation of disruptive technologies (like AI Machine Learning) with negatives like privacy, data integrity, Economic wellbeing and inclusive growth.



For a national policy

- ① To chart out the plan of dealing with issues like Intellectual Property Rights, Data Integrity, Localization of Data, usage for intended purpose and by the legal authority responsible for application.

- ② Creation of a AI regulatory board (in line with Data Protection Board under DPP Act 2023) to take action against non compliance of the policy and provide hard holding.
- ③ Defining instances of exemptions (exhaustively) to avoid any conflict in future (ex National security, public order)
- ④ Defining matrix of accountability that who will be responsible in case of any wrong decision taken by AI systems (ex in self driven car if accident happens)
- ⑤ Establishing clear cut guidelines on usage of AI systems

by data intermediaries (like Google Facebook etc to avoid issues like Deepfakes)

⑥ Following best practices from GDPR of European Union which provides for various hold back mechanisms (Ex) data erase when stipulated time is over - Article 17 of GDPR

⑦ Removing biased decision making algorithms and feeding systems with comprehensive data bank to avoid any discrimination (in line with Article 15)

⑧ Before launching of full fledged AI systems creation of sand box and launch on pilot basis

9) Involving oversight committees from Parliament, industry alliance (like Nandan Nilekani for Aadhaar stacks) and NGOs along with research teams from academia

10) Harmonizing of AI norms in line with global norms and changing societal profile (or) using GPAI (Bletchley Park Summit ideas)

11) Regular updation of AI policy structure and equitable training infrastructure for curbing job losses through creation of new jobs like AI assistant, implementing Industry 4.0

AI can act as a boon for humanity but it should be used as an instrument rather than end in itself to have maximum benefit.

15. You are a mid-level manager at 'GoodLife Pharma,' a leading pharmaceutical company in India. After years of research and development, the company is on the cusp of launching a revolutionary new drug, 'Revivol,' which promises to significantly improve the lives of patients suffering from a debilitating chronic illness. The drug is projected to be a blockbuster, generating billions in revenue and potentially saving countless lives. You've been an integral part of the Revivol team, and its success could significantly boost your career prospects.

However, just weeks before the scheduled launch, you stumble upon disturbing evidence suggesting that Revivol may have serious, potentially fatal, side effects in a small percentage of patients. These side effects were not adequately disclosed in the initial clinical trial reports, and further investigation reveals that some data points indicating adverse reactions were deliberately omitted from the final report submitted to the regulatory authorities.

You are deeply troubled by this discovery. You understand that the drug is likely to receive approval based on the existing data, and the company is already heavily invested in its marketing and launch. However, the potential harm to patients weighs heavily on your conscience.

To add to the complexity, you discover that your direct superior was aware of the data discrepancies and chose to ignore them. Confronting them directly might lead to retaliation, jeopardizing your job and career. You're also the sole breadwinner for your family, and losing your job would have devastating financial consequences.

- What are the ethical dilemmas faced by the manager in this scenario?
- What will be your course of action and why?
- How could stronger corporate governance mechanisms have prevented or mitigated this situation?

(20 marks, 250 words)

This case study provides a classical example of tarnished corporate ethics and governance standards which put profits ahead of people creating unsustainable systems in the long run (e.g. Renbank and Danish Thorax case)

- ① Ethical dilemmas involved
- ① Short term gain for the company vs Long term potential loss due to spoiling of image
- ② Culture of trust and transparency vs economic gains of the company setting wrong precedent
- ③ Self well being of me and my family vs professional ethics
calling for bringing out the desire to bring truth in front of people
- ④ It is against Kant's end vs means when patients are being used as means for profit motives
- ⑤ Against Gandhian idea of trusteeship and in line with 7 sins of commerce

without morality

⑥ Crisis of conscience for me vs good career prospects

⑦ Responsibility towards family
(Kant's perfect obligation) vs responsibility towards ill people and society.

⑤ Course of action

① will confront the immediate superior and persuade him to stop the rollout and ask

for forgiveness from people.

② will also prepare a comprehensive report mentioning all the details and the issues which needs to be resolved with respect to "Revival" and

how it can harm patients.



③ will submit the report to the superior and higher management also explaining them that how this medicine without proper rectification if rolled out can lead to loss of lives and tarnish company's image



④ If the authorities won't comply then i will resign and whistle blow and have belief on myself that i will get another job to support my family.

⑤ Stronger corporate governance

⑥ involves independent board which takes care of all the stakeholders and would be

management for rollback

② It would have given me opportunity to explain and would have complicated citing public harm in future (Public interest being preeminent)

③ Also regular audit mechanism would have found out the discrepancy in medicine and measures would have been taken to resolve it.

④ CSR funds would have been utilized for better research by tracing approval from authorities to provide best medication.

As it is said

"shelf life of lie is small and eventually truth comes out" so

the idea of honesty, integrity transparency in corporate governance in line with Udy Kotak Committee is need of the hour

16. You are a young, enthusiastic IAS officer recently posted as the Sub-Divisional Magistrate (SDM) of a rural subdivision. Eager to make a positive impact, you embark on a series of field visits to various government offices under your jurisdiction. However, the sight that greets you in most offices is disheartening. Employees stroll in well past the official start time, and once in, seem to prioritize leisurely tea breaks and idle chatter over their duties. The physical manifestation of this lethargy is evident in the towering stacks of unattended files gathering dust on desks. This backlog translates to agonizing delays in processing applications for essential services and benefits, leaving citizens frustrated and disillusioned. As you interact with the local populace, you hear disturbing accounts of bribery and favoritism plaguing the administrative machinery. It appears that those with influence or willing to pay under-the-table 'fees' can expedite their requests, while the marginalized and less privileged languish in the system's inefficiencies. The most distressing aspect of the situation is the impact on ordinary citizens. You witness firsthand their exasperation as they navigate the labyrinthine bureaucracy, often facing indifference, rudeness, or demands for bribes.

- a) What are the ethical issues in the prevailing work culture in the subdivision?
- b) As the SDM, what specific steps would you take to improve the overall work culture and quality of service delivery in your subdivision?
- c) Discuss the challenges you might encounter in implementing these changes and how you would overcome them. (20 marks, 250 words)

This case study provides the present state of internalized systemic corruption which is plaguing bureaucratic systems and growth of the country.

Stakeholders involved

↳ You as SDM

- ↳ Society
 - ↳ poor and vulnerable
 - ↳ rich and affluent
- ↳ Lower level bureaucracy
- ↳ culture of corruption and state of governance.
- ↳ The social contract between people and government.

(a) Ethical issues

- (1) The bureaucratic apathy towards the growth of the country.
- (2) lack of empathy and compassion towards marginalised as foundational civil service values.
- (3) Oath of allegiance to constitution being violated.
- (4) Crisis of conscience for public spirited civil servants

- ⑤ Colonial hangover of "mai-bhap culture" and "chalta hai" attitude.
- ⑥ Prevalence of "courtesy money" as functional attribute for working of the system.
- ⑦ Against constitutional ethos of a welfare state to provide for essential services and well being of the people (Art 33, 46, 43ch)

⑧ Steps to be taken

- ① Fixing of accountability to take strict action on non compliance of duties.
- ② Regular persuasive meetings explaining the importance of higher level needs as per Maslow and Gide (Dharma and Moksha over Artha and Kama)

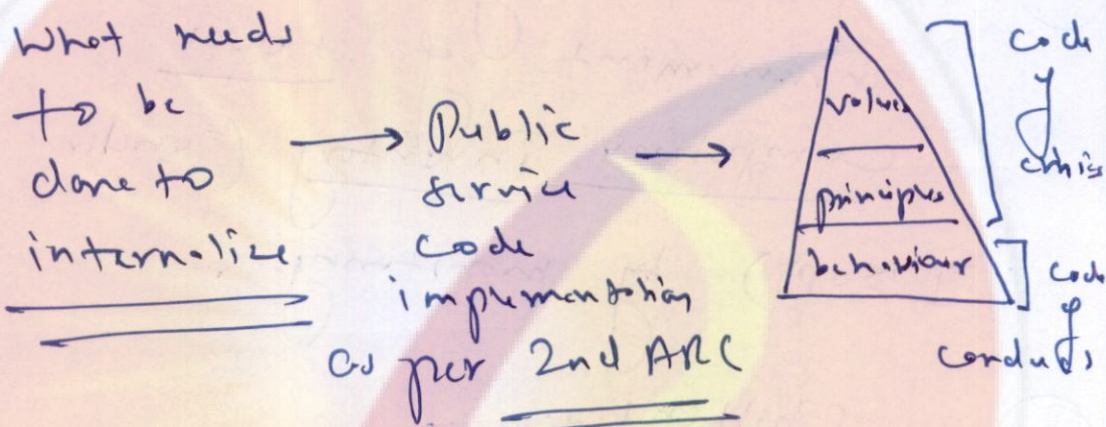
- ③ Defining timelines for service delivery (as in RBI and NTPC)
- ④ Strengthening grievance redressal mechanism (as in CRC, RAMI, MyGov)
- ⑤ Team building exercise, concept papers, emotional intelligence inculcation (as in Baltimore State Service)
- ⑥ Regular training and enhancement of social competence inventory (under Dopt) by monitoring.
- ⑦ Challenges
 - ① It may lead to retaliation and also chances of political backlash if collusion corruption.
 - ② Further apathy by ignoring

the advisors of SDM.

③ Non implementation of schemes through systemic soldering (ie. delay in works)

④ Protect or using reach through corrupt authorities for transfer

⑤ Personal or family physical security may be challenged.



As per Robert Klitgaard in "Controlling Corruption"

accountability needs to be increased and discretion/monopoly decreased for people centric bureaucracy.

17. 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 tensed, 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.

- a) What are the ethical issues involved in the above case?
- b) What are the options available to you in order to complete the project as well as to retain Seema in the organization?
- c) What would be your response to Seema's predicament? What measures would you institute to prevent such occurrences from happening in your organization?

(20 marks, 250 words)

This case provides a case study of absence of work culture of collegiality which is of prime importance for growth of self and organization (public or private)

(a) Ethical issues

(1) Toxic work culture suppressing new ideas and entrenching old methodologies.

(2) Insecurity in place of trust between employees leading to loss of the organisation.

(3) A notion of patriarchy also exist looking at women as non competent and secondary.

(4) Self interest ahead of public interest.

(5) Non economic use of public resources which can create distrust in future.

(6) Low/Lack of credibility on the party chief architect acting as an

Obstruction in public good.

③ Options available

Option 1: Refer for compulsory surrenderment of chief architect

Option 2: Bring together senior and chief architect explaining him about his contributions and how it will be impacted if senior resigns (compensation is the best antidote)

Option 3: Shift senior in some other project department to avoid conflict and to maintain the confidence of senior architect.

Option 4: Involving all stakeholders - clear and finding for

best workable ideas from the advice of firms and design of chief architect and implement it for furthering public interest.

(c) For correcting firm's grievance Option 2 and Option 4 can be used together through which proper communication between firms and chief architect will lead to confidence building and further choosing best ideas from both of their works involving all stakeholders from the department will maintain public trust and public good.

Measures to prevent such instances

(1) Team building exercises on a

consistent basis (ex dinner)

② Enhancing communications among employees through joint tasks

③ Regular EI training through employment of a neuropsychiatrist as done in Baltimore and NYPD police department

④ Awarding employees as per their contributions (ex employee of the month)

⑤ Awarding sincere mistakes To further public interest bringing spirit of service among employees also requires trust and collegiality which should be continuously enhanced through programmes like Googler for Googler.

(Don't write anything in this part)

VAJIRAM & RAVI

(Don't write anything in this part)

Space for Rough Work



VAJIRAM & RAVI

(Don't write anything in this part)

VAJIRAM & RAVI

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Space for Rough Work

