

VAJIRAM & RAVI

GENERAL STUDIES Ethics Enrichment Program-2024 Ethics Full Length Test

Time allowed: Three Hours

Maximum Marks: 250

ADMIN. NO.:

NAME:

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SUBMISSION DATE:

**UPSC CSE 2024
AIR-07**

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: _____

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Specimen Booklet

For Practice Purpose Only

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NAME: AAYUSHI BANSAL

Emics Test : Date: 1/09/2024



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Ans (i)

Intellectual integrity refers to standing up for what one believes is right i.e. staying true to intellect & fostering critical thinking & questioning.

Role of Intellectual integrity in administrative decision making

① Taking decisions based on objectivity & evidence & not mere populism.

eg → fund allocation on housing vs sanitation scheme

② Providing honest opinions/expertise to public representatives.

eg → socio-economic aspects of a scheme

③ Question existing stereotypes & encourage critical thinking & creativity.

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Ans (1) Citizen Charter is the written commitment given by a public institution to citizens setting standards for quality service delivery. (Eg) LIC charter gives benchmark for claim settlements.

Role of Citizen Charter (CC) in good governance

- ① Ensures accountability of service provider. (Eg) → IRCTC charter on who to reach out for a service
- ② Grievance redressal mechanism for improved services. (Eg) → ^{Public} Banks give contact no. to complaint
- ③ Provides feedback to organisations for improvement. (Eg) → high complaint require process reengineering
- ④ Citizen participation as now they ^{can} demand service standards.

Civil servant must conduct pilot studies. awareness drives and robust grievance redressal mechanisms for best utilization of CC.

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Ans 2:

While family acts as first informal institution, school & education system act as first formal system for value inculcation.

Comparison / similarities in their roles

① Both teach values of discipline & hardwork
 Eg. → Tijabai taught Shivaji
 → Aristotle taught value of discipline to Alexander

② Both provide role models
 → Gokhale (teacher) → for Gandhiji
 → Gandhiji's mother's sacrifice

③ Both use operant conditioning
 parents reward/punish schools also do the same

Contrast / difference in their roles

Family

① Essence of love: values taught are sacrifice & selflessness

Educational institutions

② Essence of public place, values taught innovation, learning, curiosity

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② Private Ethics are developed ⇒

eg → value of adjustment taught in family

③ Based on child rearing practices of parents.

eg - democratic parents build a secure child

② Public ethics are developed ⇒

eg → value of discipline.

③ Based on 'whole school approach' → teachers, peers, curriculum etc.

These two institutions can complement

① Both must teach values missed by the other. eg - families can provide personal space to develop morals which schools can't.

② With rising nuclearisation & individualisation in families, schools must teach collectivism. eg → 'Deobhakti' curriculum in Delhi school teaches patriotism

③ Teachers must bridge the role between families & educational institutions. eg → Anne Sullivan acted as both mentor & teacher for Helen Keller

Both these institutions can aid robust socialisation.

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Ans 3:

Tolerance entails respect & appreciation for those who're different from us.

Importance of tolerance for governance

① Ensures peace between communities reducing need for police control mechanism

(eg) → peace committees set up in Nuh, Haryana.

② Coming together of diverse ideas ⇒ growth & development.

(eg) → 'melting pot' in America

③ Reduced expenditure in maintaining law & order ⇒ more ~~of~~ on public welfare

(eg) → peace in Japan post world war, raised prosperity

④ Citizens, especially most vulnerable like women from minorities can participate more in governance.

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Civil servants can foster a culture of tolerance & inclusivity in following ways

- ① Engaging children from multiple communities in group participation activities
 (eg) → conducting stage plays in schools.
- ② Awareness (IEC) drives in sensitive areas (eg) → 'nukkad natak'
- ③ Roping civil society organisations (CSOs) in generating cultural awareness.
 (eg) → local NGOs, community organisations
- ④ Utilising social media
- ⑤ Connecting with religious leaders to build trust between communities.

Tolerance is a cardinal virtue of India society, where diversity builds unity as seen in 'Ek Bhasat Shreshth Bhasat'

Ans 4:

Public servants carry huge responsibility of public welfare, which requires ethical conduct in both public & private lives.

Public servant's character most accurately revealed in private life

- ① less scouting in private life shows inner strength (eg) → A patriarchal husband won't ensure women safety as police officers
- ② Moral standards are more developed in private life by introspection (eg) → values of selflessness
- ③ In public life, public servant due to punitive measures can show a false character (eg) → a casteist person implementing law against discrimination
- ④ Higher tolerance of family towards transgressions, shows true character

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However, a public servant's character is also revealed in public life

① Discretion :- Is it utilised for private gain or public welfare?

⊕ → Corruption cases against civil servants

② IPARC - a good public servant takes proactive measures to curb corruption in public life (possibility):

③ Integrity is tested when there is lack of accountability but only responsibility ⊕ → an IAS officer fined himself for serving tea in plastic cup.

④ Empathy & compassion towards weaker sections is displayed. ⊕ → Divya Devrajia IAS learned Hindi to better serve tribals.

For a public servant, private life & public life can sometimes get merged. She must display highest ethical standards at both places to become a virtuous person.

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Ans:

Accountability is a crucial aspect of Weberian bureaucracy. It entails answerability, responsiveness & enforcement.

Accountability mechanisms

Delays & inefficiency

① long chain of command can delay results.

② multiple approvals for construction projects.

② Accountability requires providing detailed explanations.

③ Risk awareness

③ Risk awareness increases

Doesn't lead to inefficiency

① Digital accountability measures like DBT have reduced delays.

② RTE has speeded up implementation

③ many fair price shops imposed.

③ Judicial accountability has led to restarting of many tasks
'mandamus' writ.

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① → civil servants do not take first turn players in tenders due to fear of retribution's failure.

② → courts have ordered civil servants to provide compensatory to victims faster during disasters.

Balance can be struck between accountability & efficiency

① Utilise technology for building Accountability ② → GPCRAMS for digital governance redressal

② Time bound clearances at various levels for projects.

③ Proactive disclosures can reduce need for detailed explanation later.

④ - breakup of cost of building a highway

Accountability is an essential tool for 'Yogakshema' (welfare state) built on ethical governance.

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Ans 6b) The above quote highlights that a person's true nature & character is tested based on her stand on challenging issues.

This is due to following reasons:

- ① It is easier to take a side in conformity in convenient situations.
- ② In times of challenge, one might have to stand against the crowd.
- ③ → Raja Ram Mohan Roy stood against patriarchy to get Sati banned.
- ③ There can be huge repercussions based on what side one chooses in controversial situations.
- ④ → people threw dirt at Savitribai Phule, demeaned her when she argued for girl's education.

④ The stand taken shows strength
of courage of conviction.

④ → RTI activists, whistleblowers
stand against the might of powerful
for public interest

⑤ One's stand shows values like
compassion, rationality

④ → Covid times ⇒ Covid warriors
(doctors) risked our
lives.

However, a person's measure can
also be tested during convenient times:

① To go against the grain & bring
innovation (intellectual integrity)

④ → even when everyone believed in
geocentric model, Copernicus called
for heliocentricity.

② Lose comfort zone & bring social
change

A person's measure is decided by
what side she chooses, not by personal
interest but larger public welfare.

Candidate must adhere to the word limit specified in the question.
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Ans 6c) Conscience is the inner voice of a person. It is an intellectual decision making process with respect to morality of a situation.

The above quote signifies that when conscience is involved it doesn't rely on what the majority believes but what are one's internal convictions.

① Conscience based morality can be against majoritarian customary morality.

eg → I.C. Vidyasagar's campaign for allowing widow remarriage.

② Conscience can be different from majority & if suppressed results in crisis of conscience.

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Ex → an honest civil servant, if ignores corruption done by majority of subordinates faces crisis

③ Conscience is based on personal morals which can be against majoritarian ethics.

Ex → a defence lawyer

Conscience
don't support a
murder accused

Professional ethics
to give fair legal
representation to all.

Conscience of few can also go against majoritarian welfare:

① Own idea of justice & fairness against law Ex → fake encounters

② Utilitarian approach favours benefit of maximum at cost of rights violation (against conscience) of few.

Ex - land acquisition for building hospital.

Conscience guide us when there is no law & must be adequately cultivated.

Empathy helps to experience emotions of others in oneself.

Eg: Baba Amte empathised with leprosy patients.

Emotionally intelligent civil servants can utilise empathy to improve governance & service delivery!

④ Governance

① Citizen participation by adequate listening & demonstration (Eg) Parmeshwaran Iyer cleaned a toilet to spread awareness

② Consensus orientations: Empathy can help to resolve conflict

(Eg) → peace committees

③ Responsiveness: time bound grievance redressal by empathetic understanding.

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- ③ Service delivery
- ④ Special focus on more vulnerable sections
④ → 'Accessible India' campaign for persons with disability.
- ⑤ Proactive & convenient delivery to weaker sections.
- ④ → use of DBT for subsidies.

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Ans:

Rising inequality between rich & poor nations in economy, wealth, etc. has significant implications.

Ethical implications

- ① Goes against dictum of prosperity of all, & creates dependency.
(eg) → Debt trap diplomacy of China
- ② Relative gains of few over absolute loss for all.
(eg) → high carbon consumption in rich nations
⇒ climate change for all
- ③ Rising violence, poverty in poor nations ⇒ against principle of non-violence.
(eg) → protests in Sri Lanka due to high inflation

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Moral obligation for developed countries to assist developing ones

① In many developed countries are the cause of poverty in developing

Ex → to ex-colonialised countries were deindustrialised

② To secure shared prosperity as poverty anywhere, threat to prosperity everywhere, Ex → refugee crises for developed nations

③ To correct past actions (repentance)

Ex → highest historical emissions by US, Europe.

④ Principle of 'leaving no one behind' must be upheld.

Developed countries must support by grants, climate finance, tech transfer & rely on the dictum of 'Vasudhaiva Kutumbakam'

IPCC report highlights that the global temperature has increased by 1.1°C since pre industrial times.

Ethical responsibility of individuals

① Circular economy & responsible

use of resources.

eg) recycling plastic

② Compassion towards future generations

eg) → use public transport for low emissions

of Corporations

① They have 'borrowed' natural resources from public

eg) 'people + planet + profit' (Narayana Murthy)
→ Bodyshop - cruelty free products

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- ② Sustainability & Stewardship to
take responsibility of actions
eg → ensure treatment of waste
before releasing.

Of Governments

- ① 'Social Contract' to preserve
resources for future generations.
eg → build renewable energy
- ② Public welfare is based on
efficient resource utilisation
eg → 'solar parks' in India.
- ③ Accountability towards both
present & future public.

Environment must be protected
keeping the idea of ecoscentrism
at the core.

Impartiality & neutrality are two
core virtues of a civil servant.

Impartiality

Neutrality

① Not differentiating
between two
entities.

① Remaining neutral/
not in favour of any
political ideology
or party.

② Ensures benefits
reach everyone with
fairness.

② Ensure there
is no spoils
system &

③ Builds trust of
public in the civil
servant.

raises morale in
civil service

③ Builds trust of
public & public
representatives in
trusting advice
of civil servant.

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4 It discards personal biases & decision is based on objectivity.

5 It is required in everyday decision making, beneficiary selection for schemes etc.

eg → impartially treating a relative as outsider in serving public interest.

1 It ensures flexibility in serving all parties without rigidity.

5 It is required when advising public representatives, implementing schemes etc.

eg → accepting change of political party & implementing their schemes with dedication.

Both these values are at the heart of Weberian bureaucracy.

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Ans 11:

Bhagavad Gita offers valuable lessons
~~are~~ in navigating ethical dilemmas

Relevance of these teachings

① 'Yoga Karmasu Kaushalam': Yoga

is excellence in work.

↳ even non performance is a form
of corruption in administration

↳ Spirituality in serving public
with effectiveness & competence.

② Umakant Un Rao ⇒ Devas model
~~no. of~~ ponds for
controlling water scarcity

↳ ensure innovation for excellence

③ T. N. Sesham brought EPIC
in elections.

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② Nishkaam Karma : fulfill work without expectation of rewards

↳ against 'celebrity culture' of bureaucrats on social media.

③ 'Sthitiprajna' ⇒ equanimity

↳ riots, mass media, public dealing all require remaining calm for effective decision making.

These teachings continue to remain relevant in the context of increasing developmental role of civil servants.

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Ans 12

The above case highlights the ^{requirement of} sensitive, urgent and compassionate approach on part of District Collector.

Ans a Technical issues

- ① Right to life, relief & rehabilitation of affected individuals
- ② Transparency & accountability vs urgency & time efficiency in disaster situation
- ③ Allegations of impairtiality ⇒ some receiving preferential treatment
- ④ issues of sustainability of rehabilitation plans ⇒ long term effects
- ⑤ Cultural & emotional attachment

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to land vs relocation to protect people

Ans Approach to balance safety
with respect for community
sentiments & cultural heritage :-

① I will patiently listen to
their grievances & wishes.

② I will convince them based on

↳ Cognitive: These lands are prone to
landslides based on scientific
studies

↳ Affective: life of their children, families
are at stake

③ I will assure them that these
lands would be adequately preserved
and they would be allowed in
future to maintain connections.

④ I would also request them to get
involved in appreciation activity in
these lands to preserve their sentiments.

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⑤ I would ensure they're adequately relocated & rehabilitated in safer places with basic amenities.

⑥ In long term, I would also conduct community building activities like common seminars, tree planting to maintain integration among people & with their ancestral land.

Anoc

To ensure equitable distribution & maintain transparency in allocation

④ I will ask my team to create database of affected individuals in collaboration with local community.

② Local NAOs, community groups

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would be requested to conduct social audits during relief process.

↳ They must promptly report any irregularities with evidence.

③ The relief distribution team & NAOs must update the status in publicly accessible electronic database with adequate confidentiality.

④ I would also request public & media to understand the urgency of the situation for immediate relief.

⑤ I will also assure public on release of complete records post disaster relief is over.

The above approach will help me to fulfill my duty to act with compassion, urgency with adequate transparency & protection of lives & property.

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Ans 13

The above case study on women empowerment shows the issue of entrenched patriarchy.

Ans a

Ethical issues

- ① Against constitutional morality of gender equality.
- ② Lack of leadership roles for women (in SHUs etc) \Rightarrow limits decision making
- ③ Poor socialisation \Rightarrow internalisation of patriarchy by women
- ④ Poor access to education, information, awareness \Rightarrow injustice to women
- ⑤ Lack of compassion & rationality in men \Rightarrow resist women's participation

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⑥ Social exploitation ⇒ Control over resources by men

⑦ Lack of scientific temper
(fundamental duty)

question ability based on gender.

⑧ Poor response to change led by women
(social ostracism)
orthodox nature

Ans b Engagement with male members to address their concerns & encourage them

① I will give them examples of role models of women leaders
(eg → Honourable Finance Minister) who have brought change.

② Emotional appeal towards their sisters & daughters who must be empowered.

③

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③ I will also bring in local community leaders to convince men.

④ I will encourage them to participate in a pilot study where all decisions are taken by women to convince them of women's capability.

⑤ I will also highlight how it has been seen that women leadership has resulted in better nutrition for children & building of community assets.

Ans Institutional & policy changes required to create a more enabling environment for women's participation

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① ~~Instt~~ Structural changes: laws & rules must mandatorily provide for women leaders.

② Cultural changes: Policies must have a component of attitude change campaigns among people.

③ Capacity building of women

④ → 'Panchayat se Parliament Tak' initiative for women's training by NCW.

④ Awareness generation among women especially young girls & boys on rights of gender equality.

These measures must be guided by ~~the~~ ultimate objective of creating an egalitarian society where 'Nari Shakti' thrives.

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A comprehensive National AI policy framework must entail the following:

① Handling various ethical challenges on risk-based approach:

② Job losses & widening economic disparities: The policy must focus on skilling, education curriculum changes, to upskill individuals in AI.

(eg) Future Skills Prime initiative

⇒ Private sector internships in AI.

③ Privacy concerns: AI systems must follow the Digital Personal Data Protection Act.

- ⇒ consent of data principal
- ⇒ anonymisation & confidentiality of data
- ⇒ sensitive data around health, children's data etc. must be used only after authorisation.

③ Mass surveillance & profiling :

Judicial & public oversight by including it under right to information

④ Data training can amplify existing biases ⇒ ① AI systems must sanitise data to get rid of biases

② Data must be sourced from diverse sources.

③ Hiring, lending, criminal justice systems etc. ⇒ must keep checking for biases & corroborate with other methods apart from AI.

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- ① fixing accountability @ various entities utilizing AI must clearly display that results are generated using AI.
- ② Assigning nodal & grievance redressal officers in case of harm caused by AI by companies.
- ③ "Black box" nature ⇒ AI companies dealing in sensitive areas must disclose how their algorithms work (even if partially so that innovation is not hampered)
⇒ These algorithms must be vetted by in-house experts (self regulation)
- ④ Utilising across various sectors:
These sectors must ensure

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that AI is used for benefit of all.

(7) Principles on which policy is based → (a) Right to privacy
(Article 21, KC Puttaswamy case)

(b) Precautionary principle

(c) Beneficence & non malificence
in technology

(d) Shared prosperity & adequate
benefits to all.

(e) Concern for safety & security.

The above policy must uphold these principles to achieve robust economic growth & 'eudaimonia' for all.

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Ans

The above case highlights poor case of corporate governance.

Ans Ethical dilemmas faced by manager

- ① Right to life of patients who may face side effects.
- ② Reputational harm to company if side effects show later.
- ③ Loss of revenue, & waste in marketing \rightarrow ('public failure') if ~~we~~ stop release of drug.
- ④ Reporting the senior ~~is~~ (following duty towards company & public) vs duty towards family (save job)

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⑤ Rights of few (side effects) vs utilitarian benefits of saving life of many.

⑥ Short term reputational loss of company vs long term damage.

Ans Course of action

① I will report the correct data with evidence of side effects to my direct superior & request him to stop the submissions for approval.

② Since he ignored earlier, he might not agree. I will then approach head of the department to stop submissions.

③ ~~But~~ If he/she also doesn't agree, I will be left with no choice but to submit the correct data myself to the approval authority.

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Justification :- ① This approach will ensure that I follow the adequate chain of command

② Lines of patients & reputation of company are saved in long term.

③ Even if I lose my job, I can uphold my conscience & get another job with a company with robust corporate governance.

④ This approach shows empathy, rights upheld & in long term better drugs can come out.

Ans

Corporate governance mechanisms could have mitigated this

① Robust internal accountability & risk management systems

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would have ensured that clinical trials data is cross checked.

② It would have held the direct superior, & those who omitted data accountable with adequate punishment \Rightarrow deterrence for future.

③ Adequate audits by third party to bring discrepancies out promptly.

Companies must adopt suitable corporate governance mechanisms by adequate policies & institutions in place.

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Ans a emical issues

- ① Presence of corruption
(against Prevention of Corruption Act)
- ② Citizen frustration & lack of trust
- ③ No dedication to work
↳ lethargy, lack of punctuality
- ④ Delays in service delivery
↳ poor standards
- ⑤ Favouritism ⇒ partiality
- ⑥ Lack of compassion towards weaker sections
- ⑦ No sense of purpose,
private interest over public welfare

Ans b Steps to be taken

- ① fix accountability mechanisms
 - ↳ grievance redressal via whatsapp & online portal for citizens
 - ↳ social audits by NAOs.
- ② Adequate punishment for erring officials → @ suspension
- ③ Inquiries against corrupt officials with time bound results.
- ④ Rewards for officials who perform ~~to~~ responsive & time bound service delivery.

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⑤ Citizen charter for citizens & officials to understand benchmarks for performance.

⑥ New code of conduct designed with participation of officials.

AnsC

Challenges & how to overcome

① Citizens might show lack of trust & hope

↳ convince them with performance & request participation

② Officials would resist requires
↳ take strict action

③ Nexus between bribe givers & bribe-takers - collusive
corruption ↔

Candidate must adhere to the word limit specified in the question.
Any page or portion of the page left blank must be clearly struck off.

प्रश्न संख्या
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Candidates
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clearly state that
bribe givers would also be
punished.

These methods can
ensure better work culture
& robust service delivery.

VAJIRAM & RAVI

17

UPSC

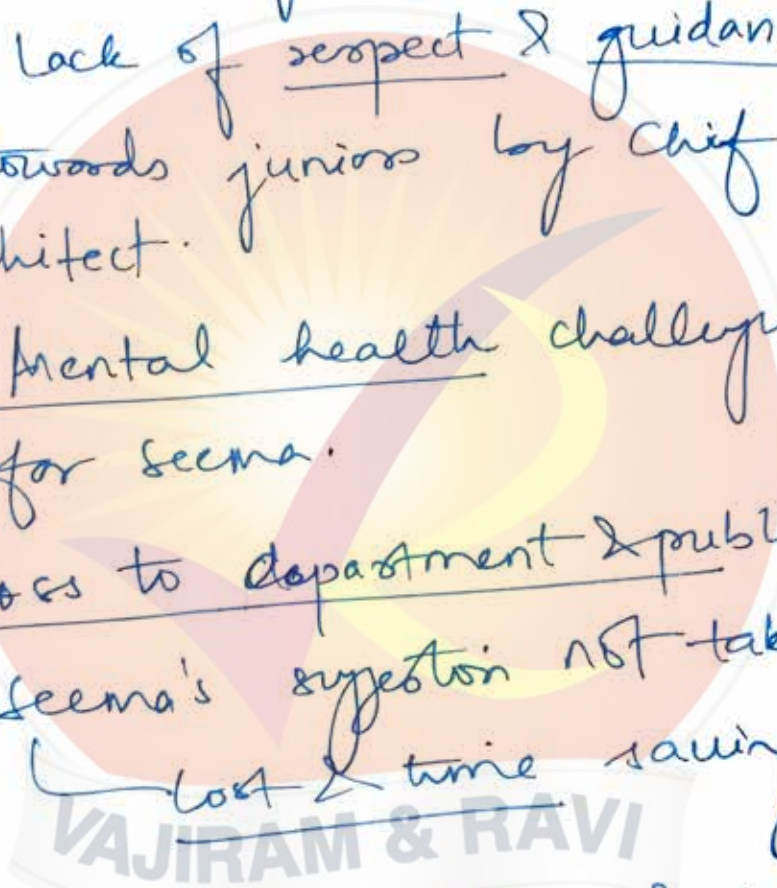
Candidate must adhere to the word limit specified in the question.
Any page or portion of the page left blank must be clearly struck off.

17

Ans

ethical issues

- ① Insecurity of chief architect
- ② Lack of respect & guidance towards juniors by chief architect.
- ③ Mental health challenges for Seema.
- ④ Loss to department & public if Seema's suggestion not taken
↳ lost & time saving
- ⑤ Poor work culture & lack of camaraderie.



Ans b

Options available

- a) Convince Chief Architect to scope & support Secma
- b) Ask Secma to tolerate for 6 more months
- c) Ensure all the suggestions are taken.

Ans c

Response to Secma's predicament:

- ① I would assure Chief Architect that his contributions are well recognised.
- ② I would remind ~~of~~ him of his responsibilities towards a junior of guidance & support.

UPSC

Candidate must adhere to the word limit specified in the question.
Any page or portion of the page left blank must be clearly struck off.

③ I would also ask Seema to be more confident of her abilities & be proactive in giving suggestions.

④ I will ask Chief Architect & Seema to discuss the project together.

To parent in future

① Better work culture

↳ Team meetings
encouraging collaborative
work environment

② Adequate recognition of efforts by seniors to motivate

Ethics Enrichment Program/2024

VAJIRAM & RAVI

[Institute for IAS Examination]

ETHICS ENRICHMENT

PROGRAM-2024

Ethics Full Length Test

Time Allowed: Three Hour

Maximum Marks: 250

INSTRUCTIONS

Candidates should attempt all questions.

The number of marks carried by each question is indicated at the end of the question.

Important: Attempt questions in the “Answer Booklet” in the same serial order in which they are printed in the question paper. If you skip a question, indicate it accordingly in your “Answer Booklet”.

Pages left blank in the answer book are to be clearly struck out in ink. Any answers that follow pages left blank may not be given credit.

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)**

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)**

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)**

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)**

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)**

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)**

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

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.

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

(20 marks, 250 words)

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.

- a) Identify the ethical issues in the given case study.
- b) How can you engage with male members of the community and SHGs to address their concerns and encourage them to support women's participation?
- c) 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)

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)**

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.

- a) What are the ethical dilemmas faced by the manager in this scenario?
- b) What will be your course of action and why?
- c) How could stronger corporate governance mechanisms have prevented or mitigated this situation? **(20 marks, 250 words)**

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)

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)**