

VAJIRAM & RAVI

GENERAL STUDIES Ethics Enrichment Program-2024 Ethics Full Length Test

Time allowed: Three Hours

Maximum Marks: 250

ADMIN. NO.: 7 5 0 2 2 5 5

NAME: AJINK

UPSC Roll NO. 0817087

MOBILE NO.:

EMAIL.:

SUBMISSION DATE: 30/08/24.

**UPSC CSE 2024
AIR-135**

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



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)

Intellectual integrity refers to the pursuit of knowledge, skills, competency and upholding and using it for benefit. It is related to being rational and objective even in tough situations.

Role in decision making

1. Objective decision making based on facts and figures and using logic to come to a conclusion.

(eg) → SIA, EIA before any development project.

2. Fighting superstition as this would help in providing justice & finding solution.

(eg) → During Ebola in Africa, people were not following standard isolation practise → proper cultural study of their behaviour gave the results.

3. Critical Thinking & Problem Solving during tough situation and ethical dilemma.

(eg) → Operation Second Chance Vivek Nandanwar for tribal students for their JEE & NEET admission.

Thus, intellectual integrity is very much a required value for a civil servant in particular & all in general.

⑥ Role of Citizen Charter in good governance.

Citizen Charter refers to the voluntary declaration of an organization's commitment, service delivery, vision & mission to the public. It is a tool to enhance the quality of service delivery.

Role in good governance

① Improving transparency & accountability in the system. (eg) → Rights & whom to visit is clear.

② Grievance Redressal Mechanism in some of the citizen charters. (eg) - Indian Railways.

③ Compensation provision in case of non-fulfillment of the commitments. (eg) → NTPC.

④ Feedback mechanism from the customers to improve the service. (eg) Indian Railways

Some drawbacks

- ① Bureaucratic Apathy
 - ② One way communication
 - ③ Not in vernacular
 - ④ Lack of awareness etc.
- Citizen Charter is one of the best tool & part of 'Sevottam Model'.
(2nd ARC)

3/ 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)

Both these institutions namely family and educational institutions are important for value inculcation. Family is called the first school & parents the first teacher.

Comparing the role of institutions

Family

① Value inculcation through parenting style, allegory, Operant conditioning and recitation of religious teachings.

teachings.

(eg) → Punishing on telling a lie, story of Ramayana etc.

Educational Institutions

② Value inculcation through curriculum, teacher's attitudes & behaviour, peer group in the school.

② Values which are inculcated are: → Compassion, Selflessness, Discipline, Honesty, Respecting Elders.

② Values inculcated are: → Discipline, Team Spirit, Punctuality, Helping others etc.

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③ But due to single parenting, nuclear family, work load this institution is unable to inculcate values leading to moral cessation at young age, exposure to harmful contents, maturity and mental health issues.

③ Several discrepancies exist here also like reckless behaviour of teachers, mass cheating sponsored by school, cases of sexual harassment, lack of competency etc.

④ Reforms needed like Parents to be more focused towards their children moral values development. This can be done on consensus basis between both partner.

Increasing role of grand parents in child rearing.

Decreasing the exposure to digital media.

These two institutions can complement each other by sharing their responsibility; coordinating via parent teacher meeting, and a strong feedback mechanism.

④ Reforms needed like 'whole school approach', Moral education classes,

Initiatives like

EK BHARAT SHREYAS

BHARAT.

Speeches by achievers,

Spiritual Gurus

to inculcate moral values.

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 is one of the 'foundational civil service value' which is necessary in modern times due to vast diversity based on ideologies, choices, orientation, caste, creed, religion.

Importance of tolerance for governance are:

- ① Broader Horizon to look at any problem and ways to solve it.
(Eg) → Tribal problem of backwardness is not only economical but it needs cultural understanding too.
- ② Diverse set of challenges due to different ideologies. (Eg) → In an anti-encroachment drive, tolerance plays a role to listen to their view point.
- ③ Conflict Resolution between different groups based on religious animosity.
(Eg) → Procession on same day by Hindu & Muslim and on same road.
- ④ Social Capital is maintained if tolerance

is there in a civil servant.

(eg) → listening to different sections of the society.

Civil Servants to foster a culture of tolerance & diversity in India are :->

① Upholding constitutional values of secularism,
no discrimination on the basis of caste, religion etc. (eg) - Art. 15, 16, 14 etc.

② Welcoming and listening to people belonging to different ideologies. (eg) Open Culture in office.

③ Stronger feedback mechanism to take the ideas if some one is missing.

(eg) → How to increase participation of PwDs.

④ Executing inclusive programs for all the section of society. (eg) P. Marthani disabled accessible infrastructure in Guwahati.

⑤ Understanding of the culture of the diverse groups before taking any action.

(eg) - Nature Man Spirit Complex of tribals.

Thus, tolerance is very much required in a diverse country like India where thousands languages, castes etc are there. Tolerance will make us more inclusive & equitable.

(Don't write anything in this part)

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(Don't write anything in this part)

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)

We all have to deal with our public and private life. There can't be water tight separation and both influence each other.

Person's character most accurately revealed in their private life, not their public life.

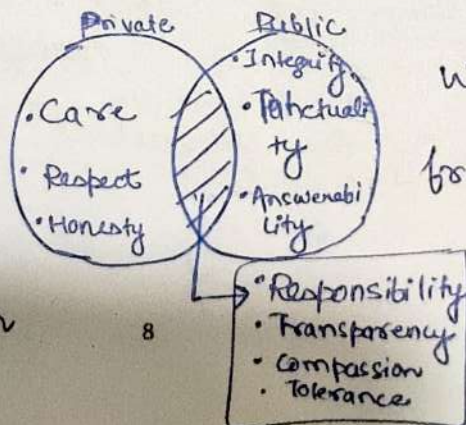
- ① Main Casual and showing true sides of oneself (eg) → several allegation on civil servant for dowry harassment.
- ② Upbringing and the values learnt is displayed. (eg) → If democratic parenting then open minded & diverse viewpoints; otherwise parochial.
- ③ Feeling of no one is watching and can do anything as per one's wish. (eg) → Adultery and other things.
- ④ Respecting others and having compassion if such values are present then it will be displayed at both places. (eg) → Respecting elders in home & in office too.

Arguments against

- ① Some values like short tempered, perfection is well displayed in public life also.
- ② Character traits like accountability and transparency is learnt and well displayed in public life.
- ③ Character traits like tolerance and punctuality also displayed more in public life.
- (eg) → Tolerance towards other religious beliefs, although how staunch one would be for his/her own religion.
- ④ Leading by example, traits like coming office on time, creating an open culture, positive feedback mechanism etc.

This both spheres of... public and private life complement each other. Some common values are

present like learn something the sphere & inculcate that in our life.



We can learn from both

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 refers to the being answerable for one's own task and work after it gets completed.

Accountability essential for ethical governance

- ① Oversight on the working of the executives.

(Eg) → Social Audit.

- ② No abuse of power by the executives can be made. (Eg) - CAG audits.

- ③ Financial prudence to be achieved due to accountability mechanism. (Eg) → Public Accounts Committee.

- ④ Lesser chances of corruption by the executives. (Eg) - CVC, Lokpal office.

- ⑤ Lesser delay in the project and timely project completion. (Eg) → RTI in the hands of people.

- ⑥ Rights of the vulnerable is protected due to such mechanism. (Eg) → NGIT, NCSC/NCST etc.

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Leading to bureaucratic delays & inefficiencies

① Delay in the project and tardy implementation

(eg) - Court cases on irregularities.

② Habit of doing the things rightly rather than

doing the right things. (eg) → Just writing

comments on the margins.

③ Just passing the file from here to there -

Red tapism in grab of accountability.

④ Redactive auditing not serving the
purpose and also delaying it.

Balance between these two: →

① Use of technology to increase efficiency.

(eg) - e-Dakhil portal of Bihar.

② Better coordination and accountability of
department. (eg) - PM Gati Shakti.

③ Clarity of the role of institution of CVC,
lokpal and not treating them as a party
lot of retired bureaucrats.

④ Time bound Grievance Redressal otherwise
fine & compensation. (eg) RTI.

⑤ Necessary information → voluntary declaration.
(eg) Jan Soochna Portal.

(Don't write anything in this part)

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(Don't write anything in this part)

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)



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(Don't write
anything in
this part)



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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 above quote by Martin Luther King throws light on the character which a person shows in tough time.

Meaning of the quote

1. Individual level

1.1. Character showing in tough time like as shown by our paraolympians like Sheetal Devi, Avani Lakhekar etc.

1.2. Always keep yourself morally upright in tougher situation.

1.3. Poverty still not relying on theft etc.

2. Bureaucratic level

2.1. Challenges like Shunhy posting or

political pressure still ethical conduct.

(eg) Ashok Khemka.

2. Upholding the values of integrity, fortitude in tough time.

(eg) JPS Narendra Kumar against Sand Mafia.

3. Country level

3.1. Not succumbing to outside pressure in times of conflict etc.

(eg) India maintaining strategic autonomy & non-alignment.

However, in moments of comfort too our conduct matters. If billionaire and people in powerful position not following ethical guidelines then our society will cripple.

Thus, strong conduct to be shown in all the situation. In tough situation always be calm & patient.

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

Our father of the nation Gandhiji has always talked about the conscience and its benefits. He always talked about conscience is greater than all other courts.

Message of quote

- ① Conscience is the moral court which guides us on the path of ~~our~~ moral righteousness.
- ② In present context, what we can see is ~~lack~~ crisis of conscience which is leading to increase in rape cases, abductions, warfare, conflict etc.

- ③. People are following majority blindly like the case of casteization of politics in which no conscience being followed.
- ④. Phenomenon of conscious consumption in which no conscience, leading to environmental degradation, rise in Individualism.
- ⑤. Social media competition in which if mass is doing something then without contemplation starts following the trends.

Thus, as Gandhiji said is very true in current scenario. We need to build our conscience and not follow the heed mentality.

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)

The value of empathy is quite useful for a civil servant to solve diverse set of problems. It also helps them to work for the disadvantaged section in true letter & spirit. (eg) → Implementation of Rights of PWD Act etc.

Emotionally Intelligent civil servants can utilize empathy to improve governance & service delivery in the following ways: →

① Policy Making : → Making policy suitable for the needs and of the disadvantaged section of the society.
(eg) → Transgender Act giving them life of dignity.

② Implementation of policies in such a way that benefit is reached to the maximum number of people.
(eg) - During COVID-19 to avoid starvation
PMGRAY.

③ Helps in understanding emotions and acting in a way to give results.

(eg) → Rehabilitation & Resettlement Policy.

④ Understanding their culture and its importance from their point of view

(eg) → Niyamgin (Dharmgi Khonds - Vedanta case) and not allowing Vedanta.

⑤ Using social skills to make the situation not hostile and using it for the larger benefit of the society.

(eg) - Negotiation & persuasion skill to avoid social blockade in case of rape by telling them to act against perpetrators.

⑥ Empathy in Emotional Intelligence can be helpful in upholding constitutional rights in all letter and spirit.

Thus, an emotionally intelligent civil servant uses empathy for his better understanding of the problem & giving better result. It is said "Success is 80% EQ + 20% IQ."

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)

There is a widening gap between rich and poor nations in every terms whether it is economic vulnerability, climatic vulnerability or political vulnerability.

Ethical Implication of the widening gap

- ① Rise in conflict for the resources to sustain their needs. (eg) - Ethnic conflict.
- ② Increased migration and refugee crisis.
(eg) → depth of migration from Africa to Europe.
- ③ Negative sentiments towards rich nation and their people.
- ④ Increasing fundamentalism in the poor country and non-state actors can take the benefit.
- ⑤ Rise in cases of hunger, starvation in the poor country. (Food Insecurity)
- ⑥ Climatic vulnerabilities leading to death of the innocent people.
(eg) - India ranked (7th) as the most

Vulnerable Country.

⑦ Inter Country Inequalities rising giving rise in son of Soil Doctrine, Jingoism etc.

Moral Obligation for developed countries to help developing one are: →

- ① Historical user of the resources leading to the inequality and mismatch.
- ② Colonialism leading to income backwardness, educational backwardness, political backwardness and 'Drain of Wealth'.
- ③ As per estimates, in current value \$ 45 trn from India by Britain.
- ③ Historical polluter with developed countries used (80%) of earth's carbon ~~budget~~ budget.

Tools for this inequalities to curb are: →

- ① Reformed multilateralism, with UNSC, WB & IMF.
- ② CBDR, Polluter Pay Principle in climate front.
- ③ Grants & loan at concessional rates to our developing states/countries.

Thus, it is required to help developing countries for making inclusive world. Otherwise due to conflict, tension no one can survive. There is no Planet B.

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)

There is a saying that there is no planet B and this give rise to the concept of sustainable development. So, for sustainable development we all have some ethical responsibilities.

Individual Responsibility

- ① Adopting the approach of 'Pro Planet People'
 - Reducing emission by using cycles, sun drying clothes.
 - Believing in circular economy
 - Decreasing the 'consumption' like daily ordering of food.
- ② Creating awareness regarding the ill effect of climate change.
 - Social Media Post.
 - Participating in debate
 - Parents & elderly to be made aware.

Corporation Responsibility

- ① Following strong corporate governance model in which environment is also a stakeholder.

(Don't write anything in this part)

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(Don't write anything in this part)

• Reduce carbon emission - Indian Railways net zero by 2050.

• ESG governance module with a dedicated sustainability wing.

• Reports like BRSR reporting by SEBI.

• Corporate Social Responsibility → Afforestation Drive
• NGO collaboration.

④ Made Easy Planting trees in Aravali.

② Trusteeship and Integrating Planet Profit & People Governments

① Initiatives like Mission Life if 1 billion people following it carbon emission fall by several lakh tonne.

② Panch Pran with emphasis of Renewable Energies → 500GW by 2030
→ Reduce carbon intensity by 45% 2005 level.

③ CBDR principle following and investing in green technology like 'Nation Green H2 mission'

④ Nudge to people through 'Ek Ped Maa ke Naam'

⑤ Plastic waste management rules, CMPA Act etc.

Thus, we need multi-pronged approach from all stakeholders to solve this crisis.

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 are terms in civil servant used in different context. Some differences are:-

Impartiality

Neutrality

- | | |
|---|--|
| ① Being unbiased & unprejudiced. | ① Non association in politics. |
| ② Being neutral towards all stakeholders — government, citizen, civil society and private entities. | ② Individual remains free from any discrimination & remain <u>apolitical</u> . |
| ③ Behaviour towards other if of no biasness. | ③ Behaviour towards other is free from any <u>favouritism</u> . |
| ④ Action oriented. | ④ No action oriented and no affiliation |

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4) It is a pos concept in civil service.

5) It is a (-ve) concept in civil service.

6) Essence is in the behaviour of the civil servant.

6) essence is in the attitude.

7) (eg) → Being unbiased before taking any decision on land settlements. Not influenced by any Big Zamindars. Giving justice

7) (eg) → Being politically neutral, whichever party comes in power. Working with same zeal & vigour.

totally on merit of case & Principle of Natural Justice

(eg) Narendra Saxena (IAS)

holding important portfolio in all govt.

Thus, both these values are very much required in civil service for making the bureaucracy result oriented and serving the needs of people.

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 is one of our best source to look for in case of ethical dilemma, moral turpitude and service to the society.

Relevance of teachings of Bhagavad Gita

① 'Nishkama Karma' ⇒ A bureaucrat should always do his work without any hope for some reward.

⊕ → frequent transfer/posting should not deter a civil servant to move away from duty ethics.

② Stithiprajna (Equanimity) ⇒ A bureaucrat should not be carried away by any emotion. Must maintain some composure all around. It gives a sense of trust to subordinates and inspire confidence in public.

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(eg) Not reacting in instances of protest in an absurd manner.

3. Yogakshama Vayogyam (Your welfare is my responsibility) → dedication to public service & welfareism of people.

(eg) → despite any grievous situation always standing for welfare (Wagmanad dandslide)

4. Swadharma (Duty is my religion)
Public service and the duty bestowed by the constitution, rules, laws.

(eg) - Impartial, free & fair election despite all allegation on ECI.

5. Sidhantanti Karmaja (Success comes with hard work) → For a bureaucrats fieldwork and learning nitya would help him to do good.

(eg) → Officer trainee field posting and learning the art of administration.

Thus, Bhagavad Gita has always helped in public service. It has helped the civil servant to choose ethical code of conduct.

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 above case study highlights the incidents of landslides and the challenges that it pose on rehabilitation, resettlement. Also allegation of corruption and media scrutiny.

Ethical issues involved here

- 1) Resettlement & Rehabilitation of the displaced.

- ② Preferential treatment to some.
- ③ Issue of maintaining transparency due to grim situation.
- ④ Cultural & emotional bond of community to their land.
- ⑤ Irregularities in the distribution of relief
- ⑥ long term sustainability of rehabilitation plan.
- ⑦ Empowerment of local communities for rehabilitation.
- ⑧ The sensitive issue of balancing imperative of safety with respect for community sentiments and cultural heritage are :-
→
- ① Making an empowered committee consisting of citizenry, local officials.
Responsibility :-
 - To look after the concern.
 - Chalking alternative plan.
 - Feedback / survey of all the ²⁸ people displaced.

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② Taking regular feedback from the empowered committee and individually taking the stock of the situation.

③ After getting the results of the survey if people are willing to relocate then

(Okay ✓)

if not willing to relocate then looking after their concerns which they might have pointed out.

④ Thorough study of the concerns pointed out by the affected people and coming out with solutions like ...

④.1 free to visit their this sites anytime they want.

④.2 Will be under administration and will be preserved through community engagement.

- (4.3) A community forum to look after this.
- (4.4) Persuading them to relocate to a safe place after providing for better conditions.
- (5) To ensure equitable distribution and maintain transparency in the allocation process, while under media scrutiny
1. Involvement of local people in the distribution of resources.
(eg) Group of 5-10 people.
2. Mechanism to raise voice in case of discrepancy. (eg) My official Phone Number Grievance Redressal Complaint Counter OR
3. Identifying officials who are involved in Corruption and taking action against them.
4. Regularly monitoring by me of the distribution of resources.

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5. Media briefing at evening by the committee formed on a daily basis about the task being done.

6. Final Report by the committee which is to be submitted to me.

Thus, in such situation, empowerment of local people is very necessary to avoid any malafide. Secondly, protecting and respecting cultural significance is the need of hour.

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(Don't write anything in this part)

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(Don't write anything in this part)

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 above case study highlights the engrained 'patriarchy' in our society; which is limiting the role of women in the society.

(a) Ethical issues are :->

1. Limited Participation of women in decision making in SHGs.

2. Patriarchal norms prevalent in the society.

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3. Unheard voices of the women.
4. Internalization of gender bias.
5. Unaware of rights - women.
6. Lack of education & information.
7. Control & Access of Resources to the male members restricting women to participate.
8. Social Ostracization on asking question etc.
- b. Engagement with male members & SMGS

to bring about changes are :->

Male Member Engagement

1. Gender sensitization among them by
 - 1.1. Telling them about achievement of women like Vinesh Phogat, Mamika Bhatkar, Sita Devi etc.

1.2. Creating awareness through Nukkad Natak.

1.3. Explaining them that empowered woman means empowered family.

1.4. Explaining that there is no difference between male & female in capability, intelligence etc.

SHG engagement

1. Creating awareness about the rights of the woman.

2. Capacity Building of the women by giving them skills like accounting, foundational literacy & Numeracy and technology. (e.g) Namo Drone Didi.

3. Instilling a feeling that if urban woman can do, then why not they.

4. Training by female trainers only.

5. Giving examples that how such trainings will help them in becoming 'Shakshak Didi'.

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(6) Away from fear psychosis of ostracization by meeting with male members of the society as well.

(C) Institutional and Policy changes which can be made are:-

Institutional Changes

- (1) More number of female in decision making process. (eg) - Either through reservation or quota (Nari Vandhan Adhiniyam (106th CA))
- (2) Females not merely a showpiece for the sake but giving them actual responsibility.
(eg) (17.1) Startups female director.
- (3) Gender sensitization on the institution of male members.
- (4) Strong grievance redressal mechanism

in the institution to make women feel safe.

(e) POSH Act → ICC.

Policy Changes

- ① From childhood extra care to female child through:
 - dietary supplements
 - vaccination
 - savings account
 (Kanya Samridhi Yojana)
- ② Capacity Building through education & skills like which are necessary for survival like coding, financial literacy, digital literacy etc.
- ③ Gender sensitization & breaking the stereotype by ~~not~~ not confining women to Pink Collar Jobs
- ④ Reservation for women in IIT/NIT by increasing seats.
- ⑤ Free education / scholarship to female students.

Thus, by doing all these we can empower women. If we increase FLFAR by 10%, our economy will grow by (₹200bn)

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 above case study highlights that AI is a 'double edged sword'. We need to act in a balanced way to reap benefits of AI.

Comprehensive national AI policy framework for India are: →

- ① Forming an institution at the national level.

1.1. Institution comprising of scientists, legislators, senior bureaucrats, people from GSOs and academia will be formed.

1.2. Institution's responsibility would be

> Analyse the impact of AI on the job loss.

> Analyse the transparency & privacy concern as Right to Privacy (Art. 21) is a Fundamental Right (Puttaswami Judgment)

> Analyse the different domain on the which AI can work effectively.

> Skilling and upskilling of individuals liaoning with Skill department.

> Analyse the impact of AI on the plagiarism and copyright use under 'The Copyrights Act'.

2. Providing a safe guard mechanism to the consumer regarding any data breach.

- 2.1) Provision of compensation by the data breacher.
- 2.2) 'Right to be forgotten' to be instilled in the policy document only.
- 2.3) Biasness on the basis of 'social discrimination' to be highlighted to the committee.
3. Monitoring and Evaluation
 - 3.1) Committee to submit its annual reports to the parliament.
 - 3.2) Committee members no job in corporate after retirement for 2 years.
4. Grievance Redressal Mechanism
 - 4.1) If committee's decision is not suited to the victim then provision to appeal in an appellate

body.

(4.2) Appellate body to give decision within

60 days.

(4.3) In case of no decision on 60 days

additional 30 days to be provided.

This policy would protect consumers/ citizens from potential ills of AI. Although AI is a boon or a bane depending upon the usage of it. Ethicality depends and our motto should be to make AI ethical by making it remunerative.

(Don't write anything in this part)

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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)

The above case study highlights the efficacy vs safety debate of pharmaceuticals. The lagg laxadassical approach of the seniors towards the discrepancy and focusing only upon the profitability.

(Don't write anything in this part)

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② Ethical dilemma faced by the manager

- ① Short term (profitability) \sqrt{vs} long term
(Brand image destroyed)
- ② Efficacy \sqrt{vs} Safety of the consumer of drug.
- ③ India's image as pharmacy capital of world \sqrt{vs} Company's profitability
- ④ Senior manager's indulgence \sqrt{vs} Correct information to authorities
- ⑤ Transparency (omission of data) \sqrt{vs} Safety of consumers.
- ⑥ Approval of drug \sqrt{vs} Marketing cost of the company.
- ⑦ Job loss (career prospects) \sqrt{vs} Duty ethics.

(b) Course of action.

Course of Action

Ethical Justification

① Confronting seniors about the same.

- Chain of command to be followed.

- If unknowingly he skipped, then one may do something.

② If no action and threat to my job then talking to seniors and reporting to the top most authority in the organisation.

- Ethical corporate governance principles to be followed.

- Means >> Ends.

- Customer safety

>> Company's

profitability.

- Company's brand image will be tarnished.

- License may get cancelled.

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3) Whistleblowing the scenario to the regulatory authorities if no action is taken.

Customer Safety

is the paramount

India is the pharmacy of the world.

Deliberate negligence can't be tolerated at any cost.

4) May get fired after raising concern, so applying for other jobs in different pharma companies at the same time.

Mid level manager can get a job.

Ethicality & transparent values shown may help in getting a job.

Current company might not fire & may reward for

- Whistle blowing -

② Stronger corporate governance could have mitigated the issue in the following ways:-

- ① Proper transparent mechanism to raise any issue regarding the negligence. (Grievance Redressal Mechanism)
- ② Anonymity to be upheld and swift action by the authority on the potential violators.
- ③ Stakeholders interest (like customers) if at the top.
- ④ Strong protocols against potential violators of 'Code of Conduct' of companies.

Thus, for pharmaceutical industries basic principle is safety > Efficacy and if safety is compromised then no point of going ahead with the commercial launch of the product.

(Don't write anything in this part)

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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.

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

The above case study highlights the issue of corruption plaguing our bureaucracy.

This is leading to inordinate delays,

unequal pedestal for rich & poor,

bribery culture & favouritism.

- (a) Ethical issues in the prevailing work culture in the subdivision are :->

- ① Late coming to office.
- ② Non productive office hours.
- ③ Inefficient service delivery.
- ④ Corruption and bribery.
- ⑤ Favouritism by the officers.
- ⑥ Unequal pedestal for haves & have nots
- ⑦ Frustrated and disillusioned citizenry.
- ⑧ Toxic work culture
- ⑨ Not upholding the foundational values like Integrity, Dedication to Public service etc.
- ⑩ Violation of both Code of Conduct (late coming) & Code of Ethics (corruption).
- Ⓓ Specific steps to be taken to improve work culture and quality of service delivery are :->

From officer's perspective

① To administer and solve the late hour coming firstly ask about their feedback on why they are coming late to the office.



② Understanding their unproductivity in the office and piling stacks of file.



③ After getting responses if there is some problem in logistical issue like

- Coming from a far off place . or
- office infrastructure is crumbling not motivating them to work.



④ In this scenario I would work on 'backward linkages' that making the infrastructure good by painting the

premises, proper (SS) in the office, electrical equipments to be run.



⑤ If these are not the issues then

⑤.1) Biometric attendance installation with max^m 5 min late and total 1 hr late in whole month; otherwise half day.

⑤.2) Implementing the system of e-governance to monitor the movement of files from a centralised server.

⑤.3) Refresher training about digitization and strong work culture.

⑤.4) Installation of CCTV to avoid the cases of beneath the bench fee.

⑤.5) Investigation & field visit frequency to from citizen's perspective be increased.

① empowering them by apprising them of their rights.

② Stronger GRM like a phone number or e-mail id ⁵⁰ to directly call

or mail.

- ③ Stingent action on corrupt officials and setting a precedent.

My approach would be attitudinal change and if it comes through deterrence then also I would go for it.

③ Challenges & Overcome

Challenges

Overcome

- | | |
|------------------------------|--------------------------------|
| ① Resistance from officials. | ① Attitudinal change |
| | ② Deterrence |
| | ③ Empowering citizen |
| ② Infrastructure issue. | ① Bridging the gap. |
| | ② Implementing (SC). |
| ③ Capacity issue | ① Buying new computers etc. |
| | ② Training & Refresher course. |
| | ③ Skilling the officials. |

④ Thus, corruption is detrimental to a country's development. As per Griffin - To expose corruption is the greatest form of patriotism.

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.

- 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?

(20 marks, 250 words)

The above case highlights the toxic work culture in an organization. Due to this several mental health issues & productivity concerns arise.

① Ethical issues involved here are:-

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- (Don't write anything in this part)
- ① Positive inputs is ignored.
 - ② Mental health of Seema.
 - ③ Publicly disrespecting her.
 - ④ Bad and toxic work culture of the company.
 - ⑤ ^{Possible} Resignation of a meritorious employee.

(b) Options available with me to complete project on time & to retain Seema.

To complete project on time

- ① Asking the senior architect that:-
 - (1.1) Since he is going to retire & we all know about his capabilities.
 - (1.2) Conveying him that it is not about credit.
 - (1.3) His works speaks & he is our star.
 - (1.4) Embracing & assimilating change would only increase his stature in the

Don't write anything in this part)

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(Don't write anything in this part)

organization.

- ② Asking other employees to complete their work on time and also be open to change if it is for our benefit.

To retain Seema



- ① Ensuring him that he is our star performer.
- ② You have done the project.
- ③ Be open to changes.
- ④ Don't let your reputation down in last days of your career.
- ① Emphasizing upon the values of CPWD.
- ② Meeting with Senior Architect
- ③ Still if the situation does not improve

changing the project of Seema.

③ My response to Seema predicament would be :-

- ① my responsibility to maintain a positive work culture.
- ② Calling a meeting with senior architect
- ③ Conveying Seema that it might be for a while but will not happen from now on.
- ④ Team building exercises & knowing each other well campaign in the office.
- ⑤ Concept of 'fun days' in

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which people learn about such of and

Measures to avoid such happenings

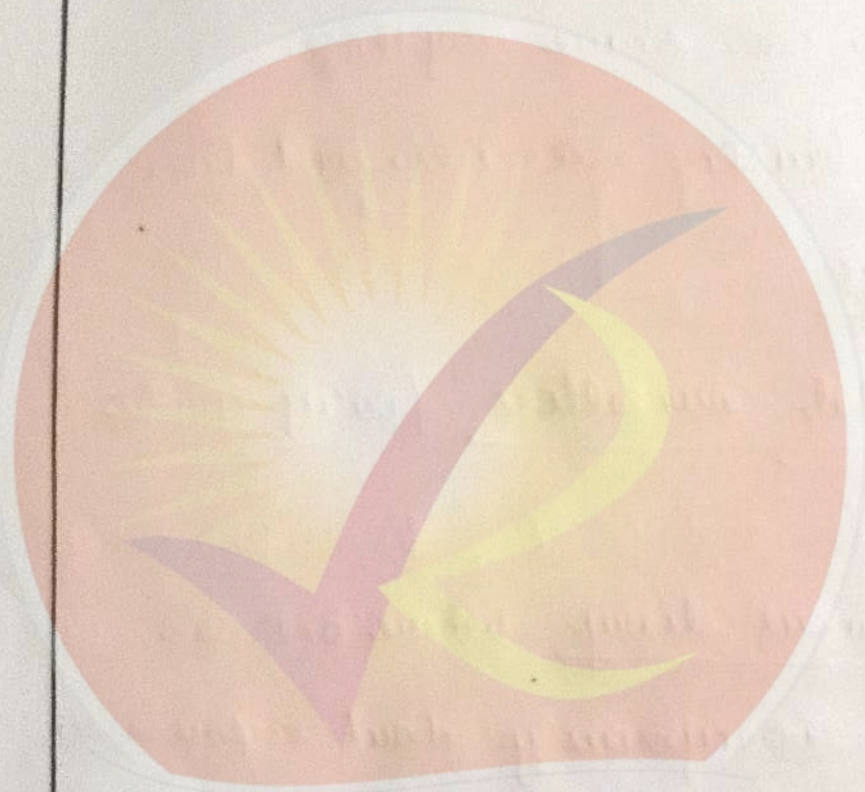
- ① Open work culture in which anyone can share anything.
- ② Team building exercises and Fun Fridays.
- ③ Mental counsellors facility in the office.
- ④ Anonymous diary where one can write anonymously about experiences or a digital platform like hood or geopoints.

Thus, being a leader my objective is everyone's welfare and positive work culture.

(Don't write anything in this part)

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Space for Rough Work



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Don't write
anything in
this part)

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(Don't write
anything in
this part)

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