

VAJIRAM & RAVI

GENERAL STUDIES Ethics Enrichment Program-2024 Ethics Full Length Test

Time allowed: Three Hours

Maximum Marks: 250

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SUBMISSION DATE: 30th August 2024

**UPSC CSE 2024
AIR-16**

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



👍 😊 All the Best 😊 👍

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Q1:

Ans(i)

Intellectual Integrity involves having a cognition which is consistently questioning. Such mind is always on a spirit of enquiry to make things better.

Role:

- ① Taking decisions based on objective facts and question contrasting evidences.
eg: Done by CAG - Vinod Rai
- ② Developing a scientific temper to challenge prejudices: eg: Challenging casteism at work
- ③ Helps develop new novel solutions
eg: IPAs Anandh Shivan = developed Bike Ambulances.

The need is for consistency to ensure wholeness in action in letter & spirit.

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(ii) Citizen Charter brought under Sevottam Model is a written statement having promises for standard | time | quality of service with Grievance Redressal.

Role in Good Governance:

- ① Responsiveness: by having key designated officer for all services. (eg) MEA passport seva.
- ② Accountability: as duties are assigned under charter (eg) Reply to complaint in 48 Hrs under RTI.
- ③ Concern oriented: used during making of charter through participation.
- ④ Transparency: as all activities can be monitored from outside by public.
(eg) Railways Charter: Tracking complaint online.

Citizen Charters can be made even better for governance via recommendations of 2nd ARC 12th Report.

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Q2:

Dr. APJ Kalam saw mother, father and teacher as their societal members for value inculcation among society.

Comparison of role:

- Both aim to teach moral lessons to young children.
- Modes used like Allegory, Role Modelling is common.
- Aim of both is to have good ethical human beings as end.

Contrast in role:

Basis	Family	Educational Institution
People Involved	Parents, siblings, grand parents.	Teachers, peers.
Structure	More Informal in nature	Proper formal and planned

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Time limit:

Initial year more focus, through life long.

for limited time, till admission.

Sequence

Family is the 1st school

school follow later.

Issues:

divided families, burden on parents, breakdown

rote learning, corporal punishment.

Complementing each other:

① Accountability to each other: (e.g.) Parents committee at school. as oversight.

② Support the children:

By family: through home work

By schools: through counselling and mental care

③ Role modelling: by parents (Jegya Bai for Shivaji) and teachers (HC Verma) can help.

Value education covering scientific temper, nationalism & idealism is a key to build ethical citizenry for Amrit keal

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Q3:

Tolerance involves acceptance of differences and accommodating them even when you do not conform to. In larger light,

it involves celebrating diversity

↓
Jan Jatiya
Gaurav Dinvas

↓
Republic Day Parade
with State tableaux

Importance of tolerance:

- ① Helps boost social capital, which is a network of relationships based on trust.
eg: Use of Joint Forest Management involving all stakeholders.
- ② Securing dissenting voice in democracy is crucial as per CJI DY Chandrachud.
- ③ Tolerance can lead to development of scientific temper in governance.
eg: suggestions from public before bringing reform in tech laws.

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	<p>④ <u>Right leadership</u> calls for tolerance of diversity of team.</p> <p>⑤ <u>Appreciate Unity in Diversity</u> (eg) <u>All faiths prayer at parliament foundation</u>.</p> <p><u>Fostering culture of tolerance:</u></p> <p>① <u>Sensitivity Training</u>: (eg) <u>Justice Verkhesh took for LGBTQ</u>.</p> <p>② <u>Cultural values</u>: like <u>Sarna Dharma Sadakhar</u>, <u>Sul-i-khal</u> of Akbar can guide.</p> <p>③ <u>Diversity Exposure</u>: (eg) <u>India Day at UBSNAA to see diversity of India</u>.</p> <p>④ <u>Leadership by Change</u>: <u>IAS Ira Singh</u> hired transgenders at her office.</p> <p>Tolerance is a <u>civilizational value</u> of India and can help build <u>Wills</u> of <u>non-lynching</u>, <u>casteism</u> & <u>communalism</u>.</p>	

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Q4:

Character encompasses personality, traits and principles of a person. It can get displayed differently in public & personal life.

Yes, accurately revealed in private life:

- ① Private life allows for relaxed rules which allows for more candid revelation
- ② Private life usually no one is watching
(eg:) Smoking / drinking at home
- ③ Public life due to pressure they maintain a false outer personality
- ④ Private life allows for test of values
(eg:) Commissioners caught beating own wife at home

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However, even public life can reveal character:

① To test a man's character give him power.

IAS S. Somashekhar

Wk AC for children ward

IAS Pooja Khoskar

donor agency

② Public life gives you testing opportunity.

eg: Bharat in Ramayana rules as a trustee.

③ Person is same at both places can do

wrong here too eg: Bill Clinton extra
marital affair at office

④ Public life has greater scrutiny from

public. eg: via social media check on
bollywood stars

Ultimately, "character is the greatest jewel"

(Mheelan Param Bhashnam), one must

have strong integrity and probity at

both places.

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Q5:

Accountability mechanisms aim to ensure answerability for outcomes, sanctions for enforcement along with responsiveness.

(eg.) CPMGRAMS, RTI Act.

Essential for ethical governance:

① Prevent misuse of resources: (eg.) Social Audit at Uttarakhand welfare dept. found 11,000 fake pensioners

② Promotes outcome oriented governance:
(eg.) Outcome based budget setting.

③ Lead to efficiency, better work culture

However, it has been seen to lead to:

① Delays: (eg.) too many clears are there [World Bank Report] 60% of permissions go through multiple desks.

② Bureaucratic delays & red tapism prevails

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	<p>corruption (eg: <u>rent seeking</u> for <u>'speed money'</u>)</p> <p>③ <u>Fear leading to inaction</u> (eg: <u>delays in file clearance during 2012-13</u>)</p> <p><u>Balancing accountability & efficiency is possible</u></p> <p>① Use of <u>Direct Benefit Transfer</u>: Government saved <u>₹ 2.73 lac crore</u> from <u>2014-2025</u></p> <p>② Using <u>'Smart meters'</u> to check leakage of electricity theft by public.</p> <p>③ Promoting <u>timeliness</u> through <u>Citizen Charter</u></p> <p>④ Use of <u>QR Code Ration card</u> with <u>Aadhar linkage</u> to weed out fake card holders.</p> <p>Indeed, <u>accountability</u> and <u>efficiency</u> can together act as <u>twin wheels of</u> <u>mantra of Ethical governance</u>.</p>	

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Q6(a).

The quote focuses on importance of Reason, which has also been emphasised by Greek thinkers like Socrates, Aristotle and Plato.

Reasoning is our intellect to do what is right rather than following the existing dogmas.

Without reason one becomes slave of passions.

- ① When reason is not there one get carried by 'desire' (eg) drug abuse, Obesity (excessive eating)
- ② Living a life of 'pig satisfied'
- ③ Human's higher order needs like self actualisation or purpose not pursued.

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Need is to develop reason:

- ① Through 'Socratic method of questioning'
- ② Training to boost intellectual integrity
- ③ Through literature like manuals of
DPT, UN, Ethical dilemmas of
a civil servant.

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Q6 (b)

In the above quote, Martin Luther King Jr. emphasises on adversity and challenge as a real test of person instead of comfort.

Why not tested during comfort:-

① Here one has multiple options
eg: during normal times $\left\{ \begin{array}{l} \rightarrow \text{can donate food} \\ \rightarrow \text{can donate money.} \end{array} \right.$

② One is self fulfilled and satisfied here

But real test is during challenge and controversy:

① Individual: gets chance to display true character during adversity

(eg) Hardik Pandya did not give up in world cup despite negative talks

② Institutions: (eg) LBNAA under PS Appa (Director)

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	<p>did not allow partnership & formalism to prevail.</p> <p>③ National level: (eg: India) gave legal help even to <u>Kasab</u> who has caught red handed. (shows civility).</p> <p>④ Disaster issues: people started <u>hoarding</u> during COVID, <u>price gouging</u> by <u>corporates</u>.</p> <p>One needs strong <u>altruism</u>, <u>Adversity</u> <u>Quotient</u> and will power to fight the odds. As first we make our choices, later our choices make us.</p>	

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Q6(c):

Conscience is the inner voice or judgment that guides behaviour. Here in above quote, Gandhiji stresses how conscience works despite the numbers are there or not.

Conscience - no role of majority

① Conscience is an individual phenomenon

eg: At Chauri Chaura - Gandhiji called off movement due to conscience

② Conscience helps guide in emergencies or when law is in vacuum.

eg: during COVID-19 pandemic → lockdown ✓
→ lockdown ✗.

③ Conscience allows you to bring lasting change in character eg: Ashoka after Kalinga.

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④ Crisis of conscience: has to be faced by the person alone

(eg:) Angria faced crisis of conscience
during Mahabharat $\begin{cases} \rightarrow \text{fight the war?} \\ \rightarrow \text{kill his relatives?} \end{cases}$

However, Conscience too has limitations & can get influenced by majority:

$\begin{cases} \rightarrow \text{Group crimes} \\ \text{eg: Mob lynching} \end{cases}$ $\begin{cases} \rightarrow \text{Subjective Conscience} \\ \text{eg: Jihadis, Terrorists} \\ \text{Udaipur beheading} \end{cases}$

Thus, Conscience has to one that promotes ethical action. Truly, a clean conscience is a softest pillow.

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Emotionally Intelligent civil servants who can understand, recognize and manage emotions can use empathy for ethical governance.

Using empathy to improve governance

- ① Being kind to oneself at individual level to avoid suicide (eg) CRRF 50/avoided party
- ② Useful in Relationship Management at work (eg) Team Building at Google, leaves flexibility
- ③ Taking deep sense of responsibility through empathy & EI (eg) IAS Minga Sherpa delivered COVID Aid on back.

- ④ Using rules in positive fashion (eg) discretion in RTI used in favour of aggrieved ("reasonable amissance" to PWs/old age).

To improve service delivery:

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① Bringing finelisms: through reforms
 (eg): Reverse classes by E Pradhan

② Going to the last mile: 'Anudaya'
 in PDS scheme.

③ Fairness in allocation of scheme benefits
 and not being biased.

④ Using EI to bring a lasting positive
 change. (eg): IAS Sadeek Nadeem
 brought 'Life Able' for PwD with 45 day
 training.

Building EI & Empathy → Structural Competency Framework
 of DoPT
 → EI training eg: by NPA
 for IPS trainees
 → Through Code of Ethics

EI and empathy can together build
ethical revolutions & ensure Loke Sangharva
 (welfare of all).

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Q8:

Oxfam Report has thrown light on rising inequalities in terms of high per capita of rich and poor nations

Ethical implications:

- ① Concentration of wealth: \Rightarrow denies social justice to others (eg) hunger & poverty in lower income nations
- ② Humans not treated with dignity
(Kant) = as live life below dignity
- ③ Violates the principle of Vasudhaiva Kutumbakam
which sees world as one family
- ④ Harms peace & security: (eg) promotes extremism \rightarrow Boko Haram, ISIS.
- ⑤ Failure of bodies: like UN, UNSC.

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Moral obligation:

Morally nations driven by own narrow good driven by principles of Machiavelli (eg) USA - out of Paris deal.

But moral obligation is there to help because:

① Dependence and co-existence: (eg) crisis at one place = refugee crisis in Europe.

② Theory of Cosmopolitan Ethics: ethics are beyond national boundaries.

③ Inter-linked faith: developed also needs raw material, markets, healthy consumers.

(eg) Environment works on 'tipping points'

Developed countries must work for global common and correct their historical wrongs to achieve happier and healthy world.

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Environment is a 'common good' and saving it is a joint responsibility of key members.

Individuals:

- ① Reforming our habits: (eg:) using public transportation
- ② Balanced resource usage: (eg:) energy efficiency
- ③ Ethical Environmental Stewardship: eg: Mission Life to adopt right habits.
- ④ Refugee movements: (eg:) Save the Soil.

Corporations:

- ① Sustainability at work: (eg:) Green Buildings, Green contracts.
- ② Principle of No Harm: (eg:) Zero waste model, The Body Shop - cruelty free products.
- ③ Finance climate mitigation: (eg:) done by Patagonia firms.

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<p>④ <u>'Eccentricism' model</u>: rather than human/organisation centric. (eg) <u>Unirostal</u> <u>condils</u> &</p> <p><u>Governments</u>:</p> <p>① <u>Bring dynamic laws</u>: (eg) <u>Extended Producer Responsibility</u></p> <p>② <u>Give large vision</u>: (eg) <u>Parismit goals</u> for net zero by India at 2070.</p> <p>③ <u>Introduce green habits</u>: (eg) <u>Electric Vehicles subsidy in FAME 2.0</u></p> <p>④ <u>Punish the wrong</u>: '<u>Polluter pays principle</u>' in '<u>Sankit Mehra Case</u>'</p> <p>⑤ <u>Green organisations</u>: (eg) <u>Intentional Solar Alliance</u>.</p> <p>We need to act now and fast as the <u>"future is either GREEN or BLACK"</u>.</p>		

Q10:

Impartiality and neutrality are two fundamental values for civil servants, having different meanings.

	<u>Impartiality</u>	<u>Neutrality</u>
Basis		
Meaning	Taking decisions based on acts and being fair	Being centred and not tilting towards any side.
Association	Equal association with all	No association with any one
Concept	Positive concept	Negative or Balanced concept.
Scope	Broader scope	Narrow in scope

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	<p>Use of Emotions</p> <p>End goal</p> <p><u>Example:</u></p>	<p><u>Impartiality:</u></p> <p>Can be used to ensure justice</p> <p>Using merit to ensure everyone gets their due</p> <p>All voters are equal but old age citizens can vote from home due to restricted mobility.</p>	<p><u>Neutrality</u></p> <p>avoids use of any emotion</p> <p>ensure there is no discrimination</p> <p>All <u>citizens</u> are <u>equal</u> before law / Rules (y. <u>male</u> or <u>female</u>). Have punishment.</p>
<p>Impartiality and neutrality both are aimed to create an unbiased administration in a diverse country like India.</p>			

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Q11:

Bhagvad Gita or the 'Songs of the Divine' are set of moral lessons given to Arjuna by Lord Krishna during Mahabharata, they hold immense relevance today.

Relevance for ethical issues: Tackle issues like

- ① Being a Karmayogi
(focus on process rather than at outcome)

Inspire officers to shun status quo and bring action
(eg: TN Jeshan for ECI reforms.)
- ② Sithaprajna (Equanimity)
Being similar state in sorrow / joy

Managing conflict situations like riots, crowding through use of emotional intelligence
- ③ Loka Sarvagha
(welfare of all)

Having global outlook rather than parochial
(eg: Vaccine Maitri by India)

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④ Nishkama Karma

Promote dedication
to public service &
continuous learning.

⑤ IAS U Sagayam
disclosed all assets -

⑤ Public service as a
way to 'get
Solutions'

Reduce corruption
and materialism
by seeing service
to man as service
to god.

Gita continues to inspire leaders and

schemes today. eg. Mission Karmayogi

brought by GOI to shift from

rules based to roles based bureaucracy.

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Q12:

The above case highlights several challenges faced by officers during disaster management making it a great test for their character and experience.

Ethical Issues:

- ① Denial of timely aid to all - violates fairness and equity
- ② Matsyandevi period - more powerful misuse their power.
- ③ Reduced social capital during crisis situation.
- ④ Poor image of administration due to violations
- ⑤ Adopting accountability during emergency becomes a challenge (hierarchy of values)
- ⑥ Resistance to change by people due to

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Rigid moral attitude to culture

(7) Emotional pressure on relief team and
Officers to do good and uphold dharma.

(b)

Balancing safety with respect for cultural
heritage:

(1) Respectful restoration and shifting of
cultural symbols to safer place through
dialogue.

(2) Enter into discussion and hear fear
of people using Emotional Intelligence

(3) Persuade them through local religious
leaders

(4) Turn the love for their kids who will
remain unsafe without relocation.

(5) Arrange visits to new location, develop
model houses = (G) Jagge Mission of
Odisha.

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(b) Relocation can be near to other important cultural site.

(c) Equitable allocation & distribution:

(1) Using NGOs and youth volunteers to care to the most vulnerable first like PWD, women, old age, children.

(2) Rationing and budgeting as per area = divide material location wise to ensure equitable flow.

(3) Media oversight during distribution, so

that powerful ones cannot misuse.
(4) Grievance redressal and complaint system to correct the wrong.

(5) Hazard zonation and vulnerability mapping

(6) Using technology: drones to distribute aid to inaccessible areas.

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⑦ Community participation via committees

As some power not in ^{one} hand ..

Disaster resilience calls for resilience in character as well. The tough situations call for stronger ethics and morals by public officers in form of courage of conviction & perseverance.

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Q13:

(a)

The above case highlights prevailing 'patrimony' in our system. It is a blot that promotes males dominance while undermining rights of females.

(b) Ethical Issues:

- ① Violation of rights of equal citizenship and equality to women
- ② Patrimony treating women as 'means' rather than ends
- ③ Justice denied to women - political, social and economic (John Rawls)
- ④ Hindrance to women empowerment as called under Fundamental duty STATE
- ⑤ Deep cultural embedded issues get hard to change.

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- (6) Failure of gender schemes due to societal rigidity.
- (7) Sexual harassment by men for women.
- (8) Mental abuse and boycott used to control behaviour.
- (b) Engaging with male members:
Male members can be used as tool to solve the crisis through reformation.
- (1) Persuasion by local leader who teaches them importance of women participation through ^{culture} ~~facts~~ (e.g.) Adha Narishewan soap of Shiva - Parvati
- (2) Clear messaging: "When women status improves, whole family grows."
- (3) Using cognitive component of attitude:
(e.g.) 'India Spends Report' says how

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women sale can lead to better health
outlets at Panchayat / SHGs.

④ sensitization training can be given to
male members

⑤ Examples of women sale models be used

(eg) Chavri Rajawat = MDA Parpanch.

⑥ Economic gains for women sale:

(eg) Lijjat Papad now multinore
Varhe-

(C) Institutional and Policy changes :-

① Mahila Gram Sabhas can be
introduced separately for women
issues.

② Women only SHGs can be
empowered (eg) right to collect
toll in MP for SHGs.

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- (3) Skilling trainig: to take decisions, exercise power.
- (4) Mental counselling: to boost confidence through use of Role models. to ensure they find self worth.
- (5) IEC Campaign: to boost awareness of rights (eg) Nukad Nakas, Wing fairs, festivals.
- (6) Policy must focus on realisation of justice rather than mere arrangement.

A true progress of nation can be seen from status of women - this we need Narishakti to get strong to achieve VIKsit BHARAT by 2047.

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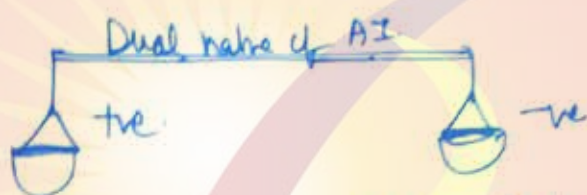
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914:-

AI like any other scientific development is only a "tool" which can be used both ways. This can create violation of ethical principles and thus call for urgent regulation.



AI used by CAG to check frauds in Ayushman Bharat

As per Bank of America Report, AI can lead to 16% job loss in next 6 years.

Comprehensive National AI Policy Framework:

- Vision of policy: Using AI for all, ethically, economically with safeguards.
- Institutions:
 - National Coordinator for AI in the department of Science & Technology.

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- New cross functional teams - to oversee regulation.
- Digital Data Protection Board with legal status.

③ Grievance Redressal:

- Internal complaints via self regulation at Industry level
- If needed → National Board to have quasi judicial powers
- Timelines of 15 days maximum and keep transparency.

④ Risk Management and Safeguards:

- Regular Algorithmic Audit of firms using AI tools with self reporting
- Develop team of accredited auditors
- Adopt highest standards of data protection of GDPR of Europe - data minimisation, storage, legitimate purpose, confidentiality.

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- Informed consent for data usage along with 'right to be forgotten'.
- Skilling, Reskilling of people through a dedicated fund in partnership with government and private sector.
- Appeal mechanisms: codified to check misuse by state, strict penalties, 'side profiling of officers'

⑤ Promoting fair use of AI:

- Regulated use Open for all with 'open data policy' for testing.
- Pilot projects before large scale use.
- Testing of results before release.
- Multistakeholder approach: public, government, sectors, NGOs.

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⑥ Global partnerships: like Global Partnership for AI (GPAI) can be used
— global regulation for deep fakes, identity theft.

⑦ Regular feedback & monitoring of policy outcomes — continuous revisions to match pace.

AI has fellow principles of rights of citizens, fair wage, avoid treating humans as ends, etc. AI must uphold human rights and balance the gains with ethics.

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Q15:

The above creates a dilemma for mid level managers working at 'Good Life Pharma'.

The case calls for strong range of conviction at individual level along with sound corporate ethics.

(a) Ethical Dilemmas:

① Personal v/s Professional interest: personal interest calls for job safety while professional calls for success of company.

② Majority patients interest v/s Minority Patients: one could benefit others could get 'side effects'.

③ Internal mechanism to report wrong or go to external mechanisms like media/newspapers

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④ Objectivity vs Survival: follow
objectivity and save the way (or)
focus on survival of entity who
has invested a lot.

⑤ Follow own conscience or laws/rules
of the organization (testing reports).

Course of Action:

① Objective and neutral analysis of the
side effects - thorough data analysis,
repeat-testing reports, collect facts to
convinced change.

② Confront the senior and persuade him/her:

- to come clean and take steps to do good.
- Take steps to reform the drug before
release and make it 100% ready.

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- ③ Obedient escalation of report, if senior does not change to even higher levels or audit committee / this committee.
- ④ Report to external media as last resort, when all options fail as the cause is substantial.

Reasoning:

- ① 'To be silent during wrong' is to be a part of it.
- ② Substandard deny can lead to license cancellation, lost reputation - which will also lead to job loss.
- ③ Conscience won't let me have second slap - if my inaction leads to death of patients.
- ④ Money earned from such means is unethical & against 'dharma'
'Conscience without morality'

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(5) On one hand its R&D cost, on other hand we have cost of compensation legal costs which can be even more
↳ threaten survival of all.

(c) Stronger corporate governance to prevent it:

(a) Committee based decision rather than that of individual

(b) Multiple quality checks rather than a single clinical report.

(c) Process audits, could have revealed gaps in the system.

(d) Ethical training and sensitization could have enabled right decision.

(e) Morals of founders like 'रिगत चिन्त' right profits -

(f) Role of 'Independent Directors' to oversee.

The drug must be released with care as otherwise it would violate "Right of Safety" as per Consumer Protection Act.

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Q16:

The work culture above is become an 'unfortunate state of most public offices' in India which can be seen from poor ranks in Corruption Perception Index.

Ethical Issues:

(A) For citizens:

- ① Poor quality of service delivery → no timeliness
↳ no accessibility
- ② Abuse of position for bribe
- ③ Wrong 'role modelling' → normalises corruption.

(B) For employees:

- ① Wealth without work to be earned by officers.
- ② Misuse of public office for personal gain
- ③ Violation of duty ethics - "to serve people"

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(c) Wides institution:

① Reduced trust of people

② Violates the social contract between people and institution.

③ Promotes 'haves & have nots' = 'equity' principle based.

(b) Specific steps:

① Time discipline & attendance:

Biometric
= (Thumb print) for
time record and
rewards linked to
it.

② Cleanse of files: Time stamp on files.

plus coding.

- Digital trailing dashboard
with duty assigned to
a person.

- Citizen Center with Hives

- Grievance Redressal mechanism
(with inter/external appeal).

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- ③ Reduce Bribes Culture:
- ① Compliance hotlines for complaint
 - ② Introduce social audit
 - ③ Fasten punishment as per Provisions of Corruption Act

2nd ARC: Risk profiling of Officers
(high risk job = low risk personal)

- ④ Reputational damage: Public awareness for reforms
: Bring IEC Campaigns
: 'Lead by change' = yourself care on time.

(C) Challenges faced:

- ① High cost of use of technology
- ② Digital divide among people
- ③ Resistance to change among officers
- ④ Attitudinal issue: find loopholes in system.

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⑤ Interdepartmental gaps: too many files plus few resources.

Ways to tackle:

- ① Phased manner of implementation (Pilot projects)
- ② Training to officers and public
- ③ Pool resources of multiple departments for common technology
- ④ Common service centre for access to digital technology
- ⑤ Persuasion of officers through merging, clear messaging - through quotes / rewards

to harvest.

Work culture is the weakest link in public offices. If the culture gets reformed we can have "developmental bureaucracy" ready for Amit Kaul.

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Q17:

The above case study highlights the
clash of egos among colleagues,
misuse of position and poor work culture.

(a) Ethical issues:

① For Seena: →

→ Violates human rights of dignity

→ Poor work culture denies fair opportunity
to work

→ Mental and physical agony can
lead to stress

→ Treated as a 'means' by seniors

② For Chief Architect:

→ Fear losing reputation and credit

→ Being vengeful and retaliatory

→ Self-centered rather than take
things positively.

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③ Whole Organisation:

↳ How to manage good work culture

↳ Delays in project harm reputation;
common good to public.

④ for PDY of Central PWD:

↳ Take bold action or swift action on
the way down

↳ creating safe environment for work

(b) Options available:

① Shift Sella on other project and
give only indirect help.

② Counselling of Seena to manage stress
and develop resilience

③ Remove Chief Architect or warn
with actions first.

④ Shuffle the teams completely and
allow new members to bring change.

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(c)

Response:

① Psychological counselling of Seema to

show she is important for organisation

Give her few days of homework

② Sensitize Chief Architect for the way

he has done and ask him to
apologise → set good precedent.

③ Give confidence and credit sharing

to Chief Architect and say how
he has done lot of good

④ Adopt common end of goal completion
and avoid office politics

⑤ Good HR management exercises: to
teach tolerance, team building and
sharing of rights/failures.

⑥ done by Vikram/Naik at IAS

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	<p style="text-align: center;"><u>Measures to prevent such happenings:</u></p> <ol style="list-style-type: none"> ① <u>Internal complaint committee</u> for the aggrieved employee. ② <u>Spirit of tolerance through training</u> of employers on regular basis. ③ <u>Credit sharing and recognition</u> to whole team rather than individual. ④ <u>Giving autonomy and leadership</u> chances to all rather than only in hierarchy. ⑤ <u>Appreciating culture</u>: reward good suggestions eg. at <u>Google Inc</u> <p>The goal must be to promote sound work culture that <u>attracts best talent</u> and <u>fosters efficiency and effectiveness</u>.</p>	