

Sec A: 1:35 min

GENERAL STUDIES
Ethics Enrichment Program-2024
Ethics Full Length Test

Time allowed: Three Hours

Maximum Marks: 250

ADMIN. NO.:

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SUBMISSION DATE: 29/08/24

UPSC CSE 2024
AIR-65

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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Section - A

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

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

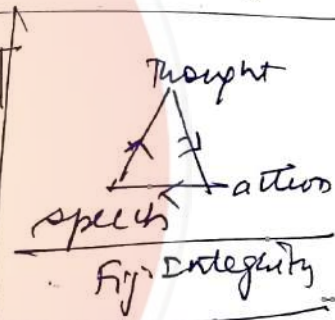
- (i) Role of Intellectual Integrity in administrative decision making.
- (ii) Role of Citizen Charter in good governance.

(10 marks, 150 words)

(i) Intellectual integrity refers to the consistency in thought, action and speech, while adhering to highest intellectual standards.

Role in administrative decision making

① Avoid ethical dilemmas
eg fair contract process, based on facts.



② Efficient resource allocation based on costs - benefits, not vested interests

eg Budget process

③ Innovative solutions for problems

eg Shreedharan's e-governance

④ Goal-oriented planning using

data analytics.

eg e-governance

(ii) Role of citizen charter in good governance:

Citizen charter is a document of commitment by a public organisation, regarding quality of service delivery.

Role in good governance :-

① Transparency ensured on expected service standards.

eg Chennai Water Department's efficiency rose 74% after declaring cit charter

② Accountability for non-fulfilment of services on offer

③ Participative governance - makes citizens aware of their rights.

④ Efficient grievance redressal for citizen satisfaction.

eg NTPC's - GRM - fixed timelines & redressal procedure.

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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)

If you want to build a beautiful nation with corruption free citizens, three people are to be targeted - the mother, the father, the teacher.
- A.P. J. Kalam

Comparison of role of family & education institution in value inculcation

Basics	Family	Education Institution
① Stage	1 st stage of socialisation	2 nd stage of socialisation
② Effect	more direct effect	Multi-faceted & indirect effect
③ Values	Love, respect, helpfulness	Team work, discipline, tolerance
④ Process	Operant conditioning, role modelling	Team sports, curriculum, teachers, school environment
⑤ Ex.	Mahavir Prata & Phogat sisters	Dronacharya → Arjun

complementing each other :-

- ① Parent-teacher meetings for discussing child's development together.
- ② combination of class work & home-assignments.
- ③ Comprehensive admit card; based on inputs from all stakeholders - teachers, parents, friends.
- ④ Flexible learning modules involving parents inputs too.
- ⑤ Joint-activities like plantations, drives at homes, led by school.

Thus, both institutions must complement each other for holistic development of the child.

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)

"I may not agree with what you're saying, but I'll protect to death your right to say it."
- Voltaire

Tolerance is the first step towards critical analysis & collaboration at work, as outlined by Korten, method of dialectics

Importance of tolerance for governance

- ① Embrace diversity of people & enable equal sharing of benefits
eg) Same food to Dalits in MDM
- ② Vulnerable sections to be protected
eg) CG Policy → included LGBTQ
- ③ Handle opposing views & criticism
eg) ECF doing duty even in face of EVM opposition.

④ Sensitivity to public's demands at crisis times -

eg Protests on CAT peacefully.

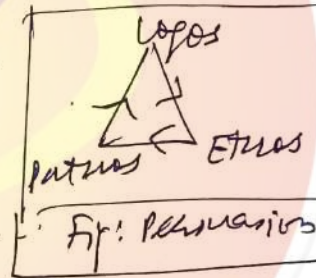
Ways to foster tolerance & including civil servants :-

② Role modelling - lead by example

eg IAS as good cooked by Dedit at HPM

② Persuasion factors :-

2.1) social proofing of tolerant behaviour



2.2) Operant conditioning :- reward for good behaviour, punishment for discrimination.

③ Equitable opportunities to all members in civil services.

eg Karnataka - 1% reservation for LTBTQ.

Thus, tolerance is the first step towards sabka saath - sabka vikas -

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)

The above statement shows the divergence between public & private ethics.

Private life accurately reveals a person's character because:-

- ① No external checks on behaviour leads to actual conduct of officer
eg) IPS beating wife at home (MP)
- ② Different power dynamics - at home he may be powerful over wife, at office, has to respect female boss.
- ③ Lack of public scrutiny through media, RTI, social audits.
- ④ Public life carries risk of expulsion, but risk of expulsion is low in private life.
eg) low divorce rates in India

However, there can be convergence
between ones behaviour in private
& public life!

① Very different
studies at two
places can
cause cognitive
dissonance.

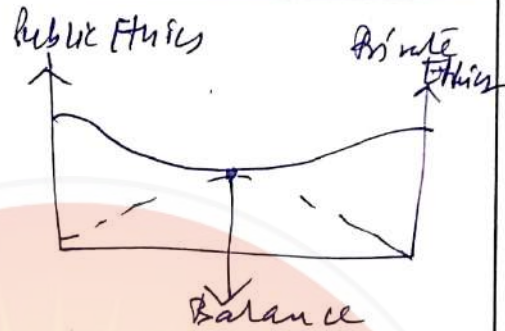


Fig: Convergence of
public & private ethics

② If ethics is
high, one will adhere to it in
all spaces. eg Gandhi's life

③ Both deal with humans ultimately
& thus must be guided by love,
dignity, respect.

Thus, there can't be any
water tight separation between
public & private ethics. Both
reinforce each other.

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 is the glue that ties commitment to result" - Bob Proctor

Accountability means answerability, along with responsibility & enforcement.

Need for accountability in ethical governance:-

- ① Maintain checks & balances
↳ CAG audit for financial reports
- ② Hold faulty officer responsible -
- ③ Empower public to maintain social accountability through social audits

But, accountability mechanisms can lead to delays & inefficiencies:-

- ① Bureaucratic red taping - A file at NITIS passes through 26 desks before passing.

② Rules become the game in itself due to fear to action on mistakes.

③ Time cost in filing accountability reports \Rightarrow cost of getting RTI applications.

Balance between accountability & efficiency:-

① Good ethics leads to efficiency in long run. \Rightarrow DBT \rightarrow reduced leakages by 12% while maintaining financial accountability.

② e-governance can be used to balance the two aspects.
 \Rightarrow Parivish Portal - env. clearances.

③ Training to officers to dispose accountability requirements faster.
 \Rightarrow quick RTI resolutions.

Balancing the two can lead to SMART governance (Sensitive, mobile, alert, responsive, tech savvy)

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)

The above quote by David Hume shows that reason is meant to serve the purpose of one's passions.

Reason refers to the rationality or fact-based thinking process, while passion refers to deep sense of attachment to a object.

Passion guides the use of reason to achieve its purpose. For eg,

Einstein used his scientific reasoning to satisfy his passion for inventions.

Sometimes, passion can push one to go beyond reason - to do the unreasonable. For eg, [Vietnam] -

a small country could defeat USA in war due to its passion, when reason might have predicted the opposite.

But, sometimes passion can be negative & can convince reason to justify wrong acts. For eg, Hitler fabricated scientific facts to spread propaganda against Jews, to satisfy his passion for hatred.

Thus, reason must also guide the ethical use of passion for wider public welfare.

A balance between reason & passion maintains a good head & a good heart. This can help, as Michael Jackson says, "to heal two worlds, make it a better place, for you & for me & the entire human race".

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)

Martin Luther King Jr, the great civil rights activist is highlighting the value of displaying courage & fortitude at times of challenge. That is the true judge of a person.

Comfort & convenience can't be a true measure of a person as:-

- ① There are multiple choices to select from - no sense of urgency
- ② Everything is in control - so no scope for reflection of true behaviour.
- ③ Conditions are conducive to do right things.

eg Donating food in normal times is okay, but donating food while you have just few for yourself is praise-worthy.

Challenge & controversy reflect true behaviour of a person:-

- ① Reflexive action, without chance of analysis shows actual behaviour
eg during COVID, storing oxygen cylinders or donating them to needy?
- ② Selfish interest for survival can pre-dominate.
eg during floods, disasters, etc.
- ③ Emotional intelligence is required to maintain calm & do one's duty.
eg should a policeman lay his charge on peaceful protestors or not?
- ④ Test your judgement & problem solving skills.

True, true judge of a person is crisis. As is said - "storms & waves determine sailor's prowess".

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

MK. Gandhi, the father of our nation, has always held conscience to be the highest court of justice. In case of conscience, one must follow one's inner feelings, not what the majority does -

No place of law of majority in conscience

① Conscience means staying true to your inner-self, not bending to external forces.

eg not doing corruption even when all in office do it..

② standing against the evil - "if everyone is doing evil it doesn't become good & if no one is doing good - it doesn't become evil".

eg Sharon Watkins's Boston Marathon bombing

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③ Being true to morals & values, even if it is uncomfortable.

eg Gandhiji withdrew non-coop. movement, though the other Congress members opposed him.

④ Leading to sustainable - changes that satisfy one's inner-self \Rightarrow can change the law of majority.

eg TN-Seshan's MCC push ultimately has become acceptable to all.

⑤ Avoiding guilt, remorse, crisis of conscience by adhering to the majority.

eg Saichin Tendulkar doesn't do Paan Masala ads, though other cricketers do it for money.

Thus, conscience is the softest pillow. It means following one's inner voice, not ¹⁶ external commands of majority.

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

(10 marks, 150 words)

Empathy refers to the ability to sense the emotions of others & feel them in oneself

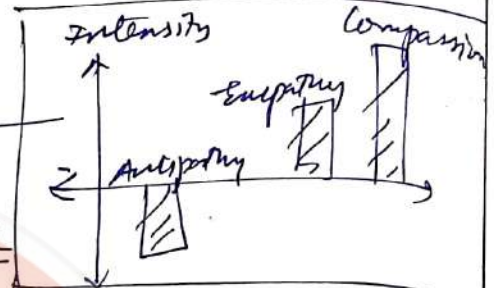


Fig: Empathy

Utilising empathy to improve governance

- ① Work culture can be improved by empathising with juniors.
eg) APJ Kalam took juniors child to fair as the latter was busy in work
- ② Tolerate rowdy public & media
eg) Shetan Reture (IAS) sang national anthem to calm CAA protesters
- ③ Developmental attitude rather than security attitude
eg) WHAM at J & K, Samadham doctrine for LVOE

④ Inclusive governance that embraces diversity. \rightarrow Tribal Panchayat

utilising empathy for service delivery

① Helping those without documents to gain service delivery

\rightarrow Shankarand malnutrition death.

② Ensuring last-mile delivery of service

\rightarrow Door step ration during COVID.

③ Effective grievance redressal in empathetic way. \rightarrow Score postal (SP)

④ Quality of services to be maintained for efficiency in outcomes

\rightarrow fertilisation in PDS.

Thus, "empathy & compassion are not luxuries, they are necessities without which humanity can't survive" — Dalai Lama

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)

After the 1990s, there has been an inequality b/w bang - the ratio of per capita income of richest & poorest nations has risen from 5:1 to 40:1.

Ethical implications of widening gap between rich & poor nations :-

- ① Against justice & equality, key natural rights as per Ravals.
- ② Empathy & compassion missing at part of developed countries.
- ③ Long run threats like radicalism, terrorism, disease, etc → can affect the rich countries too. eg 26/11, 9/11 attacks.
- ④ Against vasudai'v kutumbakam - oneness of all humans.

③ Treating poor countries as means to get raw materials for the ends of rich countries development → violates Kant's deontology -

Is there a moral obligation for developed countries to assist development?

Yes, there is a moral obligation:-

① Stewardship principle calls for the rich to hold assets in trust of all - & share benefits equitably.

② Cosmopolitan Theory - Entire world is connected & thus rich countries must help the poor.

③ Trippe Bottom line - people, planet, profit, - must guide developed countries to help the poor nations.

"Islands of prosperity can't survive among oceans of poverty" - A. Sen.

Thus the developed nations must ensure equitable²⁰ development

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)

"The future will either be greener
not at all" — Bob Brown

Environment degradation is leading to
large extreme events, rise in
temperature, refugee crisis, etc - Thus
there is ethical responsibility of each
one of us to solve it.

Ethical responsibilities of :-

(A) Individuals

① Eco-centrism rather than
anthropocentrism → seeing earth
as a whole.

② Stewardship - responsibility of each
to protect the ecology.

③ Balance with humanity &
Pleasure with conscience - avoid
blind consumerism.

B Corporations

- ① Ethical Capitalism - fulfilling ESG norms (Environment, Social, Governance)
- ② Triple Bottom Line - people, profit, planet needs to be addressed.
- ③ Sustainability in long term profits matter than short term gains.

C Governments

- ① Equity - dissolution of ^{climate} funds from rich to poor countries.
 ⇒ \$100bn finance commitment
- ② Justice to the climate refugees, 40% of whom are tribal
- ③ Avoid wars over water & food due to climate change.

"Ecology is the greatest economy!"

Thus, each of us needs to act now to conserve it

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 is not neutrality, it is partiality for justice" - JL. Nehru

Impartiality	Neutrality
① It is the quality of taking <u>objective</u> decisions based on <u>facts</u> , rather than <u>personal prejudices</u> .	① It is <u>non-adherence</u> to <u>any specific party or views</u> , while performing one's duty.
② It is a <u>positive</u> concept - <u>promoting the good behaviour</u> .	It can be a <u>negative concept</u> - <u>restraining from doing bad</u> .
③ It is concerned mostly during <u>decision making</u> .	It can be even while <u>normal day-to-day work or behaviour</u> .

Impartiality	Neutrality
<p>④ It promotes <u>fair service-delivery</u> -</p>	<p>It promotes <u>non-partisanship</u> in civil servants</p>
<p>⑤ It is directed towards the <u>public</u> (mostly).</p>	<p>It is directed to the <u>political class</u> (mostly)</p>
<p>⑥ <u>eg</u> Fair distribution of PDS grains</p> <p><u>eg</u> selection of <u>under</u> based on merits</p>	<p><u>eg</u> Implementing policy of all parties in <u>non-biased</u> manner.</p> <p><u>eg</u> Avoid political transfer & postings</p>

Thus, both these qualities are key to good governance. They can transform sarkari karmcharis into karyogis, who follow dharma & in their karma.

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 the holy religious scripture that captures the teaching of Mahabharat. It offers valuable lessons for ones life, especially for civil servants.

Relevance of Bhagavad Gita in navigating the ethical issues of administration :-

① Nishkama Karma → performing action without attachment to results
↳ can solve problem of corruption, self-gratification in services.

(India ranks 93rd in Corruption Index)

② Ahimsa → equanimity in dealing with emotions
↳ can help in dealing with crisis or disasters.

eg Chetan Kethore (IAS) congratulates them to calm protesters

③ Yogesh Karmashin Kaushalam - service is the highest form of ~~so~~ ^{service} worship
↳ Enables dedication to service in face of challenges.

eg Satyendra Dubey's life's sacrifice

④ Lolesangraha - highest good of people to be ensured.

eg Efficient service delivery through MPREKA, VDS, etc.

⑤ Ruadharma - following one's duty at all times

eg D. Roopa's exposition of privileges to politicians at jud.

Thus, Gyeta can be a guiding lamp to civil servants while dealing with dark challenges of today's governance

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 shows the challenges faced by public officers during disasters in balancing diverse interests - rehabilitation & relief, accountability & transparency & respecting people's cultures - all at the same time.

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2) Ethical issues in the case study

① Need for quick relief & rescue to uphold safety of human life & property → Natural rights as per Locke

② Ensure accountability & record-keeping ⇒ but it can lead to divergence of time & resources.
[Doctrine of double effect]

③ Injustice to the vulnerable people due to unfair allocation of relief material to few [against Rawlsian concept of fairness & justice]

④ Apatry & selfishness of few to take advantage of crisis to get more relief - [against Kant's moral law]

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- ⑤ Cultural beliefs need to be balanced with practical considerations for effective relief.

Balancing safety with respect for community sentiments & cultural heritage!-

- ① Analyse if safe shelters can be provided at higher altitude areas within cultural site.
- ② If not possible, I will persuade the public to shift to safer areas, and ensure that after the area is structurally strengthened, they can return back later.
- ③ Use media to issue public request & ensure full transparent dissemination of facts → avoids fake news.

④ See if places of cultural importance like temples can be relocated to new areas too.

At the end, I will have to take strict measures to ensure rehab to new areas, in the interest of safety of the public.

(C) Ensure equitable distribution & transparency, while under intense media scrutiny.

As the collector, it is my duty to ensure fair distribution to all, avoid misappropriation & ensure media ~~gets~~ reflects true facts rather than fake news.

So I will take these steps:-

① Rationing of relief to each area based on population & need.

- ② officers to maintain accounts of public to whom relief has been disbursed → avoids ghost beneficiaries.
- ③ Frequent media-bites - telling true facts & progress.
- ④ strict action against officers indulging in corrupt-nexus of hoarding relief material.
- ⑤ Hotlines for citizens to report grievances or case of false-diversion of relief.
- ⑥ On ground vigilance & intelligence to ensure accountability of relief-officers.

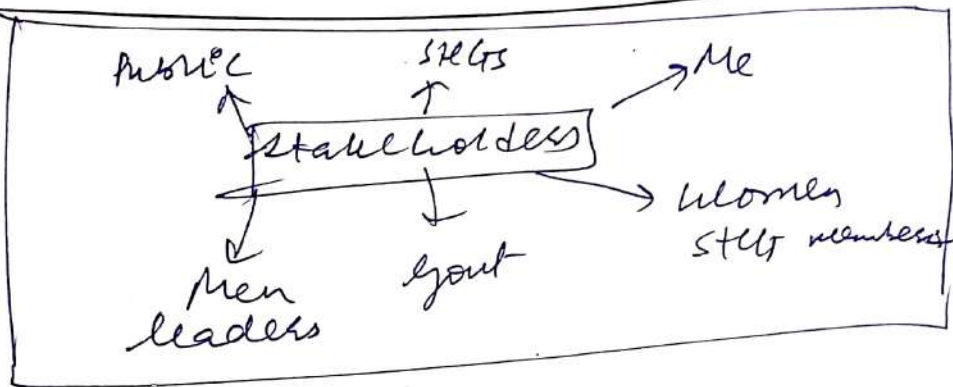
Disasters need active collaboration of the collector, officers, youths, media for management, as per PM-Modi's 10 Point Agenda & Sendai Framework.

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 shows how laws can be ineffective in bringing social changes, unless there is behavioural-change in people.

In spite of best of gender - laws like PDSM, Reservation, SHG - bank linkage, India's rank in Gender Index remains at 75th.



(a) Ethical issues in the given case

- ① Women members unable to access decision-making → violation of Art 14, 21
- ② Male members' insensitivity & apathy towards women members.
- ③ Faulty socialisation leading to glass-ceilings for women at work.
- ④ Internalisation of gender roles by women → limiting their ability & confidence.
- ⑤ Justice & equality violated → against Rau's concept of fairness.

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⑥ flouting of laws through substitute representation & panch patis.

⑦ using women as means to capture political seats reserved for them.
→ against Kant's deontology [not to use man as a means].

ways to engage with male members to address concerns & encourage them to support women's participation

⑧ As the failure of laws & schemes is self evident, I will have to use innovative methods to persuade the members:-

① I will target all 3 aspects of attitude:-

1.1) Cognitive:- Inform

them of equality between man &



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women through DFC activities,
mukhad netals, etc.

1.2) Affective :- use emotional stories,
famous women celebrities to
influence them Δ selfie with
daughters, my #meribets-merishaen

1.3) Behavioural :- Award gender-
sensitive males through trophies.

② Social proofing :- when they see
others following gender sensitivity,
they will too.

③ Nudge effects :- Incentivise female
empowerment through lid-badges
like "I support women".

④ Use of community radio, local
clubs to hold talk shows
with successful women leaders.

(1)

Institutional & policy changes to create a more enabling environment for women's participation :-

- ① Training to women leaders in policy-making, public-dealing.
- ② Fix regular meetings & updates by women members to block-offices to ensure their active participation.
- ③ Encourage mahila sashaktikaran scheme that supports women in panchayats with resources, experience-sharing, etc.
- ④ Pam Rajput recommendations on raising education qualifications, skill training can be used.

These steps can help achieve SDG 5 & India 50:50 by 2050

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 decision is not to use the technology or not, but how to use it."
- Albert Einstein

AI is a double-edged sword, while holding immense potential for transforming governance, it also has several risks highlighted by the case. This needs a prudent approach in formulating

effective AI policy for India

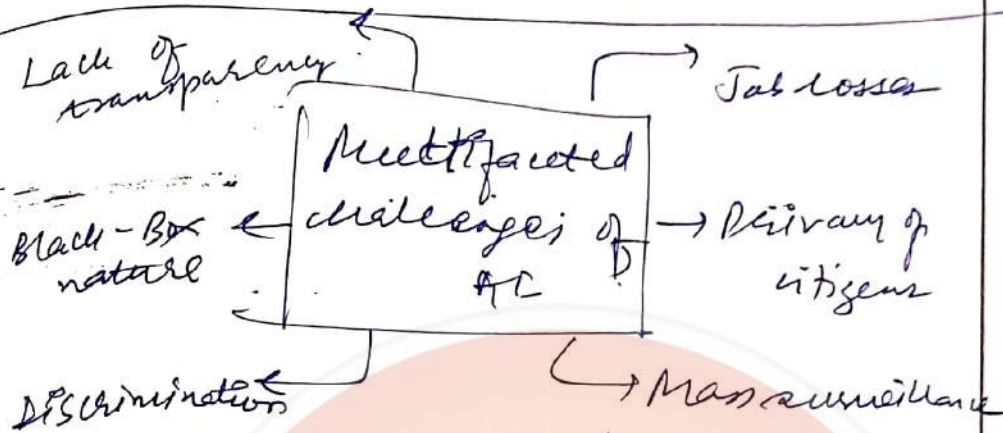


Fig. Challenges of AI

Formulating a comprehensive national AI policy framework for India:-

As the head of the task force, I have to ensure that I balance the regulation of AI, while not stifling innovation & startup - ecosystem driven by AI.

I will follow the following approach in drafting the policy:-

① 4-tier risk based governance to be followed :-

1.2) Low Risk activities :- they will not need govt. permissions & strict auditing.

eg cache analysis, chat responses

1.2) Medium - risk AI uses : They will need govt. approval, based on self-disclosures & self-certification - eg Deepfakes.

1.3) High - risk AI uses : They will be prohibited to ensure safety of citizens.

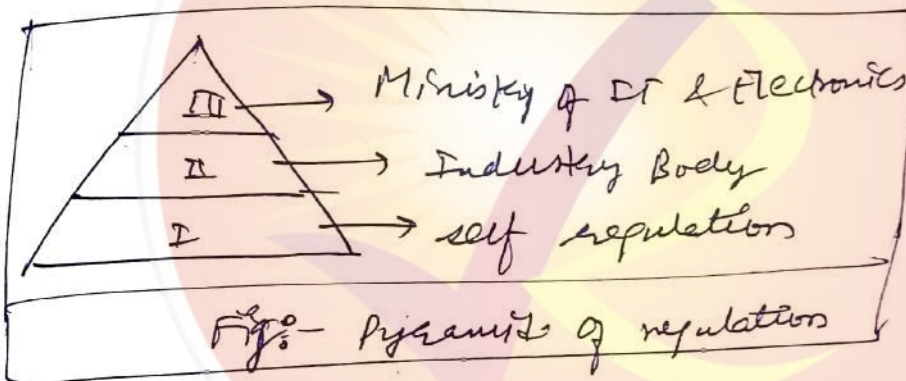
eg Behavioural profiling AI.

1.4) AI-giants : To be subject to highest security → need to

maintain transparency in governance, frequent audits, grievance-redressal offices, etc.

eg Chat GPT, Bard, Poll-E

② Governance mechanism to be based on pyramid - approach :-



③ AI - Regulatory Authority to be formed to form rules & regulations on its governance, grant certification & approvals.

④ Grievance Redressal Portal for handling customer's concerns

on a real-time basis.

⑤ Rights of data principals to be ensured:-

5.1) Right to consent to data usage

5.2) Right to withdraw consent

5.3) Right to be forgotten.

⑥ Rights & Obligations of data fiduciary:-

6.1) Inform of change in data usage

6.2) No hidden terms & conditions

6.3) Avoid leakage of data -

⑦ Penalties for violation of above framework by AI-companies to be ~~est~~ in place.

This will enable balanced use of AI. Further, there is need for global collaborations on AI's ethical use through AI for All & RALS B platforms.

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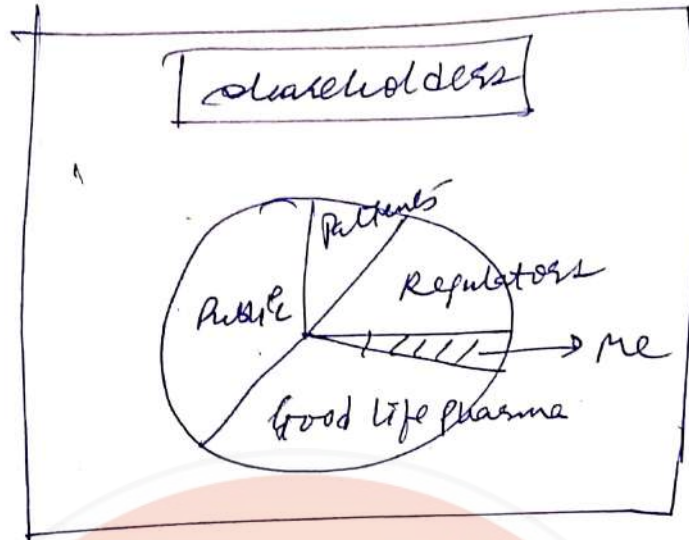
VAJIRAM & RAVI

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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 shows the Gandhian sin of commerce without morality by the GoodLife Pharma - In a bid to earn profits, the company is sacrificing the threat to public health due to its new drug-Revivol. This is a case of unethical capitalism.



(a) Ethical dilemmas in this scenario

- ① Public health vs revenue of the company
- ② My career prospects vs duty to follow conscience
- ③ Adhering to manager's decision vs taking independent action
- ④ short term profits of company vs long term threat of devaluation if matter is leaked.

5) Nishkama karma in duty vs self-preservation in face of familial responsibility

6) Whistleblowing the case directly to media vs pursuing internal action that maintains secrecy -

6) My course of action in the case

As the honest manager of the Company, I have the duty to ensure higher profits for the firm. But as a responsible citizen, I can't see to threat to public health due to the Company's drug.

So, I will take these steps:-

1) Discuss the matter with higher-ups, seniors of my direct supervisor

2 explain the potential impacts of this case.

② Persuade them to go for fair totals, using fear psychosis that leakage of information can lead to loss of goodwill to company.

③ If they don't agree, I will report to the drug-regulator (Drug Regulatory Authority of India) about the fraudulent findings in application.

Justification → I will follow my conscience & duty to public welfare.

I will ensure I ^{exhaust} follow all the possible options before reporting to the DRAI as last resort. If I fear for threat to my career, I will not be able to lead a guilt-free life.

If I stay true to my pharmaceuticals,

I can find a job in other company too. But if I compromise my ethics in this case, I won't be able to face myself for the rest of my life.

(c) Ways to build stronger corporate governance mechanisms to prevent this!

① Internal risk management system → frequent audit of clinical trials to find the risk in drug.

② Whistleblowing mechanism to report judging of reports.

③ Electronic data storage of trials using block chain to avoid manipulation.

④ Frequent get-togethers to maintain open communication & shared values.

Compassionate Capitalism

following Gandhi's trusteeship model is need of the hour

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

- 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 shows inefficiency & corruption in bureaucracy leading to wide spread ramifications on service delivery & public welfare.

This is violation of the civil service conduct rules & MOAAS principles of integrity, honesty, openness & reflexiveness.

(*) Ethical issues in prevailing work culture in the sub-division:-

- ① Lack of motivation in the workers to maintain punctuality, timely breaks, etc
- ② Coercive corruption on the service beneficiaries to get faster services → against integrity, probity.
- ③ Dedication to public service missing in the officers.
- ④ Injustice to the poor, who can't afford to pay bribes (against Rau's concept of fairness & justice)
- ⑤ Poor quality of service delivery - delays, inequity in distribution
- ⑥ Bureaucratic apathy - rudeness, heel-tapism towards citizens

(b)

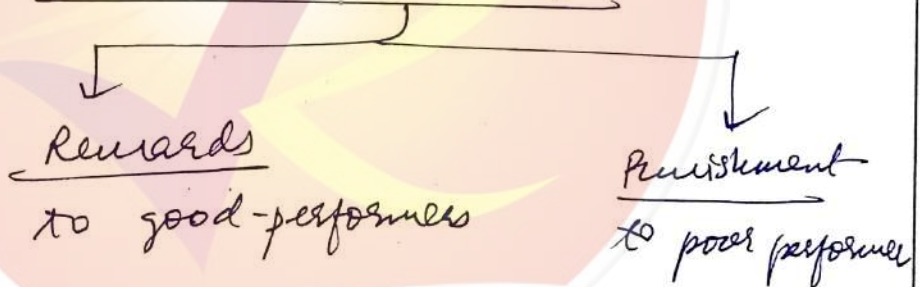
Measures to improve work culture & quality of service delivery:-

(A) Work culture measures

① Biometric attendance & fines in case of late to office.

② Work trackers : to judge the files moved per day by an officer.

③ Operant conditioning



(B) Corruption measures

① Internal vigilance committee to investigate cases quickly

② Public hotlines to report demands for bribes.

③ CCTV cameras to track unfair,

rules - the take bribes

③ Service - Delivery Measures

- ① Citizen charters to be issued to make the citizens aware of rights.
- ② Training to officers to ensure efficiency & fairness in distributions.
- ③ 360° appraisal → citizens also give feedback on officer's performance.
- ④ Social-audit by NGOs in the office work.

④ Challenges that I may encounter!

- ① Bringing long-term behavioural change - due to deep rooted corruption in the offices.
- ② Resistance from nested interests ⇒ politician-officers nexus.

③ Monitoring of the progress of officers \Rightarrow as it needs more time & funds.

④ Public - apathy to participate in the governance model through GRM, social audits, etc.

Ways to overcome these challenges -

① Use persuasion technique of targeting the dogs, lions, patress.

② Display courage & fortitude to deal with vested interests.

③ Take help of officers ready to support me \rightarrow they can be vigilance agents against the corrupt.

Ethical governance is since-qua - non for good governance
for Lokshit Bharat at 2047

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)

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VAJIRAM & RAVI

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