

# 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: 12/08/24

**UPSC CSE 2024  
AIR-24**

### 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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**VAJIRAM & RAVI**

## Evaluator/Reviewer Suggestions

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**VAJIRAM & RAVI**

## 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)

Integrity is to do the right thing when no one is watching

Role of intellectual integrity in decision making

① Delineating right/wrong :

(eg) Shifting burden of Pop<sup>m</sup>  
Control to women

② Following orders

Choosing not to do unethical commands

(eg) CrP Act Sec 44 (Bvss) on peaceful protest

③ Pursuing truth : Using wisdom

Application of rationale

④ Nobler approach to subject :

Intellectual honesty must be in consonance with administrative practise

The Citizen charter finds birth in 1995 through UK PM John Major

## CC & Good Governance

- ① Setting norms for service delivery : uniformity in standards
- ② Professionalism increasing the quality of delivery
- ③ Grievance Redressal to ensure accountability enhancement
- ④ Awareness generation : Rights based approach for claim on public services

Case study Railways incorporates Charter to promise specific services, India which toll free numbers are displayed for complaint escalation in the with Service model

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

(10 marks, 150 words)

"Family is the first school"  
goes the saying, emphasizing on  
impact of primary socialisation on  
secondary socialisation

Family

Educational Institutions

① Values preferred

↳ honesty, love, devotion, faith

② Values taught

↳ hardwork, courage, persistence

③ Means of delivery

↳ largely didactic & observational

④ Means

↳ through scholastic methodology

⑤ Reinforcement through

↳ Father: leadership  
value

↳ Mother: love & sacrifice

↳ Grandparents: selflessness

⑥ Through

Teacher: Role modelling

Institution: dedication

Peers: teamwork

## Complementary institution of family

① Synchrony in themes

(eg) Motivational role of teacher & mother

Teacher as second parent

② Reinforcing and confirming each others teachings

(eg) Teacher reaffirms maternal values

③ Role modelling of both

④ Exposure to specific value sets

⑤ Continuum of care & education

[NEP, 2020]

⑥ Through (pat) parent-teacher exchanges : identifying mistakes & correcting child as unit.

Through double helix of school & family, the child becomes a complete human from a 'primordial marble block'

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 to respect the rights of others choices despite personally disagreeing with them

## Importance of Tolerance to Governance

- ① Multicultural society: Civil Service brass from Muzoram scrubby in Kerala  
↳ needs acceptance of diversity
- ② Pluralistic society: Needs tolerance for objective decision making
- ③ Atheist officer granting permission for temple processions
- ④ 'Internationalism': Megapole cities with metropolitan environments  
↳ mixture of nationalities
- ⑤ India's rich diversity: caste & creed disparity

Civil servants can foster culture of tolerance through

- ① Rule bound behaviour: Rules are blind to individual identities
- ② Constitutional morality: Allow principles of equality, brotherhood to prevail
- ③ Exposure to <sup>diverse</sup> work spaces: Experiential learning.
- ④ Uniform application: of requirements for everyone
- ⑤

Yet, tolerance must not extend to all actions. There must be firm resolve to act against racism, corruption even within public officers to prevent "Big brothers club".

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)

Public personalities tend to wear masks in outside world and therefore their behaviours - are not truly reflective of who they are in private.

## Dichotomy between public & private life

- ① Know they are being watched
- ② Rules of public life vary from private (eg) Public decency code
- ③ Easier to fake ~~public~~ public profile than private
- (eg) Instagram shows what they want you to see

## Accuracy in public life & private life

- ① Positive examples
  - a) CRS Sonawanshi shifting AC to maternity ward from own office → private man

① IAS Sagayam (TN) : corruption free in public life, lives humbly in private

② LB Shastriji : Integrity across all spheres  
when he died as PM, his wealth was lesser than ₹500 toilet

## Negative examples

① Asaram Bapu : Devotional in public, predator in private

② KPS Gill : War hero in public, molester in private

[SC in R.D. Bajaj vs KPS Gill case]

③ Ram Rahim : Religious/spiritual in public, murderer in private

"Give me a mask & I'll tell you the truth" goes the saying. It's this mask that separates public from private

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 answerability  
① implementation ② responsiveness

Accountability leading to delays & inefficiencies

- ① Red tapism, an outcome of laborious rules, tangled ecosystem of approvals
- ② Requesting transmission along chain of command: Time taken high
- ③ Due diligence is built
- ④ Checks & balances (a) RTI, social audit, public hearing before Land Acquisition

However it is required because

- ① Ensures Justice (a) Tribals not evicted by Forest Dept under FRA, 2006
- ② Prevents abuse (a) dispersal of

gout rations in time

③ Allows expression of frustration

(eg) political accountability over permanent executive  $\Rightarrow$  power in hands of people finally

Yes, a balance can be struck

① Accountability in absence of checks leads to despotism  $\Rightarrow$  needed for democratic maintenance

② Using technology marry accountability and efficiency

(eg) e-office : transmission of files

online

$\hookrightarrow$  time saved  $\hookrightarrow$  personnel physical movement reduced  $\hookrightarrow$  environmentally sound (no paper)

When Aadhar enabled biometric system is used, accountability is married to efficiency, leading to better governance

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)

A Utilitarian approach is being envisaged here, where the author exhorts us, to apply logic only after the objective is ~~done~~ achieved.

[Deconstructing the saying]

- ① Passions to be interpreted as needs [Needs > Means implied]
- ② Rationale to be applied later implying its sequence of preference to wants first
- ③ Reason only to serve  $\Rightarrow$  must be at lowest level of hierarchy

By giving importance to passion

- ① Hedonism is propagated
- ② Passions to be sole motive of good life [Epicureans]

② Materialism is inevitably a component of this school  
[Chorvaka's Lokayata Philosophy]

What is applied in present context

① Increasing materialism without rationalising consequences

② Consumerism at cost of env. destruction

↳ Carbon production higher

② Social media led pleasure seeking life not Aristotelian way of "examining life while living"

Note of caution may be exercised while following this, because it militates against current need for environmentalism & deep ecology as well as reasoned living in an era of debauchery & immorality

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)

When Abe Lincoln announces that the true character of a man is tested only in adversity, he mirrors MLK Jr's thought

Ultimate measure tested in challenging times because

① "Real" identity comes out.

eg) Brahmo Samaj leader voicing ~~eg)~~ against child marriage in public gets his daughter married at 11.

② 'Flight or fight vs fight & fight response'

Truest test of courage

eg) COVID-19 warriors sacrificing themselves for humanity's cause

③ Comfort is easier to tackle'

- ④ Easier to bring out character flaws in times of crisis
- ⑤ Politicians jumping ship at earliest sign of crisis
- ⑥ Holistic personalities will not show anomalies

## What it means to me

- ① Be the same everywhere
- ② Courage to face situations head-on

In If, Rudyard Kipling beckons to treat commoners & kings, failures & successes alike

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

Harper Lee tells conscience the watchman of everyone's actions

Gandhi's referring to conscience as not having been answerable to majority is founded on

- ① Majoritarianism may hurt minority interests
- ② Linguistic chauvinism leading to secession movements [Dravida Nadu]
- ② "Crowd mentality" / Common Thinking is vulnerable to manipulation
- ② George Orwell uses 1984 to show how indoctrination works
- ③ Majority can be wrong.
- ② Galileo's heliocentric model was against majority (Church) geocentric model

④ Conscience allows uniqueness  
to come to fore

↳ ④ [H.C Gupta] was punished by  
CBI court for coal scam but  
the man of integrity is not  
guilty in the [court of his own  
conscience]

⑤ The law is usually constructed by  
the elites

⑥ Rawst laws not always reflective  
of entire populations

Case study The German population  
cannot be held liable for Hitler's  
actions as long as their conscience  
prevented them from partaking in  
massacre

The noise of confusion is  
dissipated by the voice of clarity of  
conscience.

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 is an integral component of 2<sup>nd</sup> ARC's holistic competence model for administrators.

Emotional Intelligence to improve governance

① Channelising own feelings to find out of box solutions

② IAS officer in Manipur constructing road through public collections

③ Innovative problem solving

④ Shashank Misra nutrition gardens to fight deficiencies in Mizoram's kids.

⑤ Allows better use of govt power vested by public trust

⑥ Prashant Nair IAS Op Sulamoni redistributing leftover food to poor only used the reputation of office, not funds of office

Emotionally intelligent in service delivery

- ① Better deals struck with private contractors  
↳ reflecting better negotiation skills
- ② IAS Soundarajan Kerala for e-governance
- ③ Receptivity to people's grievances
  - ④ 'Lunch with Collector' IAS Sachin Kumar
- ④ Finding solution for unique problems
  - ④ Bike ambulance initiative in tribal Dharkehand

ET allows civil servant to go. The extra mile and apply law in letter and spirit while creating exemption categories for truly deserving which resonates with Gandhian

Talemas

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)

Oxfam Report 2024 <sup>Pop</sup> 1% in India hold 40% wealth 62% income

## Ethical implications

- ① Failure of economic justice  
[Preamble's promise to people]
- ② Failure of wealth concentration  
[UNDHR's equality principle]
- ③ Increasing burden on poor nations  
↳ inability to fight climate change
- ④ No methodology to attribute accountability  
↳ violations go by unpunished
- ⑤ Creation of distinct have vs have-not categories
  - ① USA vs Kenya
  - France vs Uganda

Moral obligations of developed towards developing : Yes

- ① Shared problems : "Problems without passports" [Kofi Annan]
- ② Vasudhaiva Kutumbakam principle of all the world as one family
- ③ Ethical obligations for historical pollution CO<sub>2</sub> emission etc [Polluter Pays]
- ④ Globalisation phenomenon → need for shared commitments.
- ⑤ Altruistic devotion : Helping less developed countries.

However, some responsibility cannot be absolute

① Nations must be independent for strategic autonomy purposes.  
(Atmanirbharata principle).

② Creation of dependence [moral hazard dilemma]

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)

Gandhi's quote rings true in today's world of Anthropocene with tipping points hurtling humanity towards extinction.

## Ethical responsibility of individuals

- ① Towards "mother nature"

Prakriti Rakshatha Rakshatha principle for survival prospects

- ② For responsibility for own CO<sub>2</sub> emissions as espoused in PM Life mission

## Ethical responsibility of corporations

- ① Based on CSR norms for "ecocentric behaviour"

Narayan Murthy's Compassionate Capitalism

- ② Towards triple bottom line

People, profit, planet trilateral

## Ethical responsibilities of government

1. As steward of ecology
2. "Gaia hypothesis" of everything being inter connected
3. As leaders fulfilling "social contract" towards ecological preserves

[ Deep ecology perspective ]

## Ethical Basis of these responsibilities

1. Principle of Public trust / Trusteeship holding / using resources
2. Doctrine of Fiduciary Responsibility towards our children

The shift towards individuals [carbon footprint measuring], corporates [shift to organic procurement], and government [SBI's BRS principles] suggests growing consciousness of responsibility towards children.

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)

Viewed as - synonymous by the Oxford Dictionary, it carries significant differences for a budding civil servant

Impartiality

Neutrality

① Basis :

Fact based decision making;  
not differentiating  
between agents

① Basis :

Contextualised in political terms primarily

② Agenda :

fairness in treatment

② Agenda :

ensuring civil servants do not get co-opted by political parties

③ Examples :

Civil servant giving ~~all~~ first political party to approach office first opportunity

Examples :

Civil servant refusing to give advice in a politically sensitive

to be heard matter that bears  
no administrative  
significance

In context of 'civil services'

- o Political neutrality ensures civil services do not become 'politicised'.
- o Impartiality allows civil servants to work without fear or favour.

Civil Service Conduct Rules require all civil servants to have both neutrality and impartiality as guiding motto for lawful conduct in service

Impartial but not Neutral: Civil servants accepting bribes from both political parties

Neutral but not impartial: Giving first right to political movements to one party over another.

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)

Amartya Sen expounds, we must ~~add~~ <sup>add</sup> Sri Krishna's utilitarianism to Arjuna's deontology.

## Gita's lessons for ethical conduct

- ① Karma phala principle of Brihadaranyake upanishad reaffirmed here.
- ② Need to perform duty even in case of destruction possibility if good > bad  
[Doctrine of Double Effect]
- ③ Saam Dayananda Kramer-dar split takes shape from Gita's principles.
- ④ Need for dharma as guiding light for emancipation.
- ⑤ Waging war for justice as being ethically allowed.

[Ethical issues in admin using Sri Krishna's expositions]

① Utilitarianism principle

[Greatest Happiness to Greatest Number]

↳ Sometimes land acquisition needed

for development projects

⇒ provided its justifiable

② Novobar redevelopment plan fails  
justification on this count

③ Need to balance both 'deontology' & 'utility' because the road to hell is paved with good intentions

④ UBI (Universal Basic Income) or 'freedom culture' must be tested against economic prudence

Bhagavad Gita's enduring teaching allow regulation of our acts so we don't fall prey to 'artha', 'kama' while pursuing 'moksha' and rely on 'dharma'

## 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)

Man shudders on wake of nature's fury is an old saying which is brought alive by recent events.

This case study highlights a civil servants ever present need to balance demand and need with expedience.

## Ethical issues involved

- ① **DM-(my) perspective** : reputation over mishandling situation.
  - public interests for diligence vs public interests for care.
- ② **State's perspective** : rehabilitation issues not comprehensively covered to stakeholder's satisfaction.
- ③ **People's perspective**
  - Boluntary emotion (anxiety) with recovery (rehabilitation)
  - Faulty discrimination in public service delivery (favouritism)
- ④ **Media perspective**
  - Highlighting devastation for sensationalising issue - keeping the issue burning
- ⑤ **Locality perspective**
  - Animal rehabilitation, plant rehabilitation not considered

④ Navigating Equilibrium of safety vs sentiment for heritage

① Appeal to emotion :

Bring attention to devastation  
f urgent need to seek safety  
as life is paramount

② Appeal to reason :

Explain how recurrence can  
happen, hence threat to life.

③ Appeal to legal systems :

Use legal commands to  
move people to safety invoking  
special powers under DM Act 2005 &  
BNS 2024

## Considerations

① Safety is supreme

② Culture takes back seat

③ Paramourty to legal  
directives

Unique solutions for retaining culture & ensuring safety

- ① Technology to recreate digitally the older structures  $\Rightarrow$  creating digital imprint
- ② Using earth excavation machines to recover some valuable cultural icons (e.g. temples, church etc) post rehabilitation efforts conclude
- ③ Balancing transparency and equitable distribution
- ④ Allocating portions to religious leaders all brought together to inspect the distribution, rationale based on population effected  
 $\Rightarrow$  Religion with civil volunteers can be used to prevent one community overwhelming another

- ② Personal visits to relief distribution sites to verify malpractice.
- ③ Deputing civil volunteers to maintain vigilance
- ④ Conducting post delivery audit of sample population to verify with official statistics

Mending media scrutiny becomes immaterial while dealing with magnitude of devastation because

- ① Media is <sup>merely</sup> performing its duty
- ② Transparency norms can be upheld and communications of it can be done later

③ General Financial Rules 2017 by Ministry of Finance allows relaxation of rules during tragedy

④ DM Act 2005 mandates extra funds, which can allow faster delivery

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

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

(20 marks, 250 words)

India is a unique country where Devi-dasi dichotomy showcases itself. Worshipped as Devi and treated as Dasi all under the approval of patriarchal institutions. Taking cover under regressive codes [Manusmriti etc]. In this context, SHGs are manipulatory

## Ethical issues in this case

### ① from women's perspective :

Subjugation : voice remaining unheard

Denial of access to education : disenfranchisement

Social ostracism : To force conformity

Conformity demands : Prevents expression of individuality

Limits Agency of women : Withdraws right to self determination

### ② from my (Bureaucrat of MoRD) perspective)

① failure of SKS scheme meant to financially empower

② failure of governance (Participatory system) (Elite capture)

### ③ from men of the rural area perspective)

① Cultural Conformities : outsiders changing culture

② provocative change in social order

## (b) Engagement with male members

① Using children of the village (boys) to appeal to their fathers

(assuming they are educated)

② Using panchayat head as outlet to convey need for change

③ Social [Behavior Change Communication] through demonstration

④ Success case studies of those SHGs with improved financial incomes

⑤ Using role models to convey impact of SHGs

⑥ Using 'competition' perspective → showing how SHGs in other villages are performing better than theirs.

Engagement with NGOs to convince them)

① Operant conditioning

Punishment for preventing women from receiving education

Reward : through highlighting prize / concessions for same

② Institutional & policy changes needed

① Panchayat institutional change

→ Value education among children to prevent patriarchal values from percolating down

→ Family changes advocating more nuclear families so women's rights are better enshrined

→ Panchayat system changes to allow tying of funds to empowerment of women

① Policy change needed

- ① Competitive spirit for pursuing social changes
- ② Increasing footfall near such districts where such have not been allowed to function



**VAJIRAM & RAVI**

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)

My considerations before formulating this policy are

- ① Public participation : allowing diverse stakeholders to express their issues that need tackling
- ② Allowing voice input from civil society for policy recommendations

- ② Conducting robust survey exercise to capture data on extent of ailment in systems
- ④ Job losses in last 3 years in Manufacturing sector, Tech sector etc
- ③ Seeking technically qualified persons in my team to assist me in this exercise:
- ④ Proof reading to be done by MeITY before being published

## My ethical concerns

- ① Policy to be light touch regulatory or extremely restraintful

Reasoning: March of technology is inevitable, restraining technology may make India a 'laggard' in global scheme of things

② Policy to be specific or merely skeletal

[Rationale: Unique nature of AI & Black box component of it prevents all out, one size fits all solution]

③ Which sectors of AI must be brought under strict surveillance

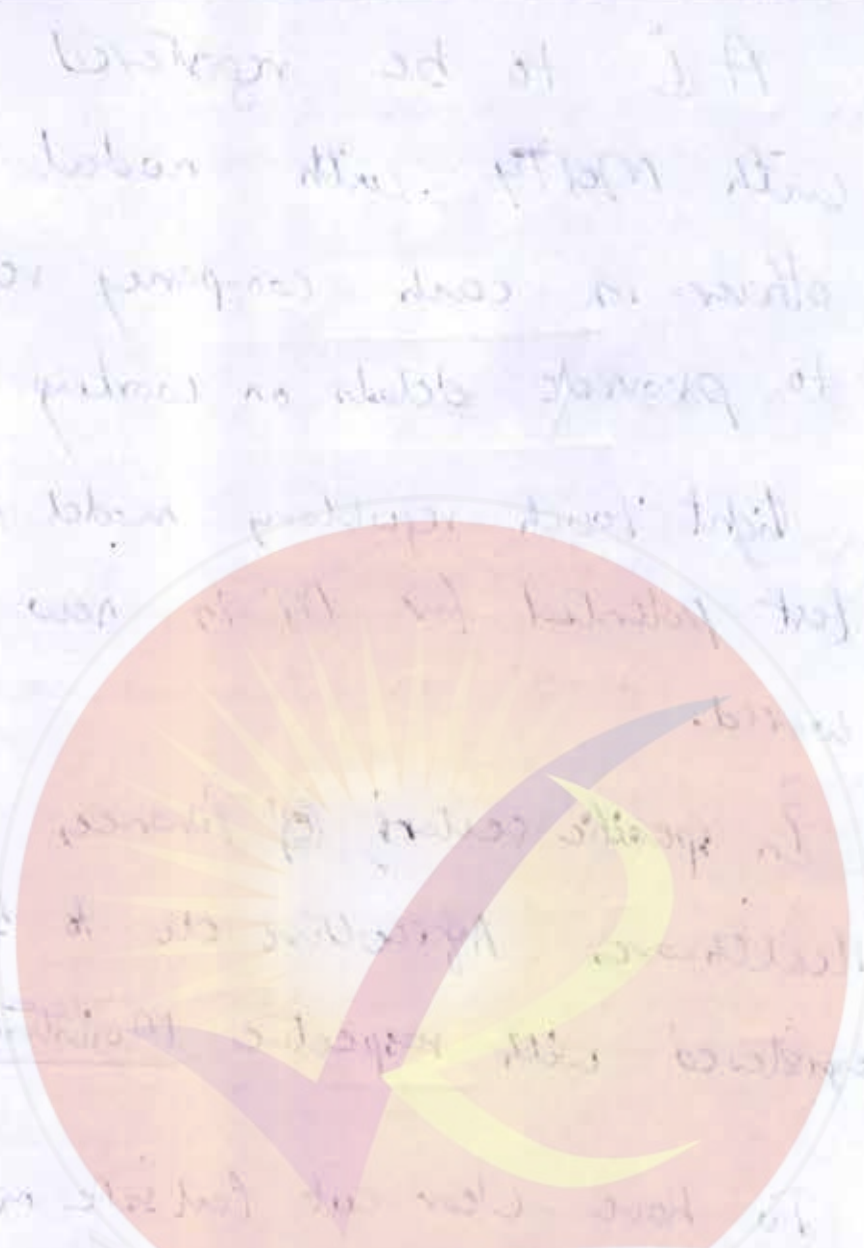
[Rationale: Some affect national security, must be given paramountcy]

④ Cross applicability with other regulations (eg) labour technology etc

Comprehensive Policy Framework

Borrowing from Kanakoti panel on AI's recommendation of Asilomar principles of AI with G-20 AI ethics doctrine

- ① AI to be registered with MelTY with nodal officer in each company required to provide details on working
- ② Light touch regulatory model to test potential for AI in new world
- ③ In specific sectors, @ finances, Healthcare, Agriculture etc to be registered with respective Ministries
- ④ To have clear cut fail safe measures so AI does not go wrong
- ⑤ AI to be in conformity with Constitutional values, non-discriminatory etc
- ⑥ MHA to have access to data sets of AI capable of mass surveillance to prevent its abuse



**VAJIRAM & RAVI**

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

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

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

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

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

Ethical dilemmas faced by manager

- ① Public vs Private gain  
job loss vs public health
- ② Company profitability vs long term reputation
- ③ Whistle blow vs collective corruption  
(manager's involvement)

- ④ Convenience to be betrayed vs work colleagues
- ⑤ Regulatory authorities to be intimidated anonymously or not
- ⑥ Further delaying launch (losing job) vs expediting release
- ⑦ India's image as pharmacy basket (already hurt with Cough syrup crisis)
- ⑧ Career prospects vs livelihood of others
- ⑨ My course of action
  - ① Stall the release of the drug forthwith
    - ↳ Company's long term reputation is at stake
    - ↳ short life of a lie eventually will be discovered

↳ innocent death [first do no harm's part of Hippocratic oath]

↳ Career prospect are secondary to conscience being broken (slippery slope)

② Trace the reasons why the Clinical Ethics do not disclose it ↓

③ Trace all individuals involved in this malfeasance ↓

④ Report it to the highest management warning of potential catastrophe

if no action is taken



whistle blow to medical & be ready to face consequences

→ Deliberate omission is a crime  
and I'm going to be held liable  
if Revivol is released

→ Conscience does not permit such  
dastardly act ⇒ What if my  
own family takes the drug?

Strong Corporate Governance could have  
prevented this

① Attaching clear cut responsibility  
at all stages of value chain

↳ easy to ensure accountability

② Newer norms must prioritize  
consumer health over profit

(Precautionary principle)

③ Multiple levels of control

→ separate independent directors

→ separate vigilance team etc

↳ allows multiple levels of fixing the issue.

⇒ robust governance :

→ Frequent disclosure norms

→ Compliance with govt (standards) International standards.

→

VAJIRAM & RAVI

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)

Ethical Issues prevailing

① At level of office personnel

↳ lack of moral fibre to stand up to turdiness

↳ no sense of public service

↳ no sense of duty [manifest in late entry]

↳ no fear of consequence [openly endorsing corruption]

## ② At level of office organisation

- 1) Organisational Corruption : probity lost
- 2) Work culture is changing
- 3) Free loading on govt money

## ③ At level of district administration

- 1) Allowing situation to advance & corruption to fester = no regular checks

## ④ From citizens perspective

- 1) no faith in rule of law
- 2) money opening doors - disincentivising practise
- 3) acceptance of delay by poor → exasperation

As SDM, steps I will take

① At level of office

↳ structural changes needed

a) CCTV cameras outside premises

↳ check on corruption

b) Punctual attendance

↳ no tardiness allowed

c) Separate area for eating /  
not allowed at table

↳ Functional changes needed

a) Transferring within units

⇒ breaking silos & existing  
harmony within ranks

b) Requiring specific number  
of casefiles to be disposed off  
per week

↓  
feeling which action maybe  
initiated

② I myself will have to

1) Increase random visits to check compliance

2) Interact with villagers to see if work culture has changed or they've resisted it

③ Recommend to govt

1) Suspend the officer in charge of subdivision to send warning following a assessment & case reporting

④ What will encounter

① Political pressures

② Pressure groups @ officers associations expecting me to forgive

③ Emotional blackmail:

[ Salary low, need to pay school fees etc ]

④ Pressure from superiors

suggesting not to flutter the birds & maintain status quo

⑤ Accusation of harassment

⑥ Puja Khedkar on Pune DC

Now I'll overcome these

① Courage of conviction:

This is needed to impact villagers positively

② Conscience as my guide

③ Submitting detailed report to

Govt in advance so can say

that all complaints of harassment are after thoughts

④ Not bending to political pressures

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)

Ethical issues

① From Seema's perspective

- Office culture toxic
- Role model letting her down
- seniority taking precedence over merit
- inability to channel

complaints to correct authorities  
↳ resignation need not be contemplated

## ② from Chief Architects perspective

- 1) Junior "stealing his thunder"
- 2) Potential for ego to be hurt  
[ego defensive posturing]
- 3)

## ③ from my perspective

- 1) Potential for entire project getting derailed if I take sides
- 2) Need for Better Work culture & gender sensitivity felt

## ④ from mental health perspective

- 1) Importance of good work environment impacting mental health not valued  
→ women's participation reduced.

## Options to retain Seema

- ① Reorganise the team → distribute the workload accordingly
  - ② Speak to the Chief Architect → offer early retirement if needed
  - ③ Communicate how harassment is unacceptable
- ### Response to Seema's predicament
- ① Move appropriate channels after speaking to the guy directly and speaking of my appreciation for him

## Measures to prevent

- ① Gender sensitivity training
- ① Merit being foremost importance
- ③ No tolerance for harassment of any kind
- ④ Allow frequent team outings to ~~channel~~ frustration build bonhomie & camaraderie

VAJIRAM & RAVI

(Don't write anything in this part)

# VAJIRAM & RAVI

(Don't write anything in this part)



(Don't write anything in this part)

# VAJIRAM & RAVI

(Don't write anything in this part)

## Space for Rough Work



## Space for Rough Work

