

# 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: 12/8/24

**UPSC CSE 2024  
AIR-41**

### QUESTION PAPER SPECIFIC INSTRUCTIONS

*Please read each of the following instructions carefully before attempting questions:*

*There are TWENTY questions printed in ENGLISH. All the questions are compulsory.*

*The number of marks carried by a question/ part is indicated against it. Word limit in questions, wherever specified, should be adhered to. Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.*

Q No.	Marks	Q No.	Marks	Q No.	Marks
Q1	/10	Q6 c)	/10	Q13	/20
Q2	/10	Q7	/10	Q14	/20
Q3	/10	Q8	/10	Q15	/20
Q4	/10	Q9	/10	Q16	/20
Q5	/10	Q10	/10	Q17	/20
Q6 a)	/10	Q11	/10	Total	/250
Q6 b)	/10	Q12	/20		

Evaluator Code: \_\_\_\_\_

Parameters		Good	Average	Needs Improvement
Conceptual Understanding				
Understanding Demand of Question				
Structure	Introduction			
	Body			
	Conclusion			
Presentation-Illustrations, flowcharts, diagrams, etc.				
Language and Handwriting				
No. of Questions Attempted				
Adherence to Word Limit: Yes/No				

**Evaluator/Reviewer Suggestions**

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## Evaluator/Reviewer Suggestions



## Section - A

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

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

(i) Role of Intellectual Integrity in administrative decision making.

(ii) Role of Citizen Charter in good governance.

(10 marks, 150 words)

Intellectual integrity is crucial in this 'Post-truth' world of public administration.

Role of Intellectual integrity in administrative decisions

A) During recruitment

1) It helps us maintain distance from favouritism, nepotism, personal biases

10) UPSC - val CSE exam

2) Attract good talent into an organisation

10) IAS - known for intellectual integrity

B) During data based administration

1) Elucidate the accuracy of data collected

2) can help prioritize the demands & aspirations of citizenry

ii) During Conflict of interest & Ethical dilemma

- i) helps resolve such conflicts by rationalising public interest over private interest
- 2) resolve crisis of conscience at times of emergency.

iii) Role of Citizen charter in good governance

- i) It makes clear the responsibilities of the public officials & rights of the citizenry
- 2) It increases responsiveness & the boundedness
- 3) It enhances the quality of service delivery by committing to greater mission & vision
- 4) It provides platform for grievance redressal against the complaints of citizen
- 5) It leads to 'good governance' catering to the aspirations of the people

iv) RBI citizen charter

Indian railways citizen charter.

Thus citizen charter & intellectual integrity are both 2 catalytic for better public service

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 & Educational institutions are primary institutions of 'socialisation' that convert ~~organic~~ biological human baby into social & moral human beings.

## Comparison between the roles of two institutions

<u>Family</u>	<u>Educational</u>
1) They are the 1 <sup>st</sup> & foremost teachers (Mahatma Gandhi) for any individual	1) They are formal institutions for inculcation of education
2) They are <u>personal &amp; utilize informal ways</u>	2) They maintain <u>uniformity</u> in inculcation of values to all students without much personal dwellings
3) Children learn from <u>observational learning</u> & majority of other tools are minimally used	3) They mostly rely upon <u>tools of pedagogy</u>

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1) They may not be well equipped to give specialized knowledge

4) They involve experts of given disciplines for inculcation of values of various fields

2) They give more of traditional, cultural & social training

5) They give secular & universal forms of training of values

Ex) Mother of Mahatma Gandhi → importance of both religious

Ex) Siva Subramanian - teacher of A.P.J Abdul Kalam on scientific values

## Ways to complement each other

1) Join hands in strategising the ethical future of the child through constant engagement b/w the two. Ex) Parents - teachers meeting

2) Division of labor with respect to addressing the gaps left by each other

3) Constant assistance & monitoring the trajectory of value inculcation in child

Thus, both Kalamji said India shall shake when these institutions shake.

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)

Swami Vivekananda in his 1893 speech at Parliament of religions said that India is mother of tolerance in the world [ex] Jews refugees in Southern India and gave a call for its inculcation in every society

## Importance of tolerance for governance

- 1) Tolerance is basic foundational value to have in diverse & pluralistic society like India & its governance
- 2) Tolerance helps better appreciate the nuances of any challenge to governance
- 3) It helps take 'balanced view' avoiding being succumbed to personal prejudices
- 4) Keep governance as an 'open system' with willingness to learn or adapt best practices from others. [ex] Singapore's model of economic governance

5) Tolerance is important for peaceful & healthy & happy work culture in administration  
[ex] Police forces - members from various communities

## Ways to foster culture of tolerance

1) Exposure to diversified views & perspectives than what one is socialised with <sup>in</sup> childhood

2) Seminars, Workshops, field visits, etc can be undertaken to appreciate the diversity of the nation

3) Self training in emotional intelligence to better recognise & regulate one's emotions when faced with contrasting situations

4) Celebrate & inculcate multi-cultural festivals, leaders & cultural practices in daily lives

5) Build a work culture where everyone's opinions & values are understood & shared  
Thus, without tolerance, the 'heaven of India' can turn into hell.

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)

Virtue ethics examines the ethicality of one's actions based on his/her's consistent behaviours in <sup>both</sup> private & public life.

Private life - most accurately reveals one's character

- 1) Private life is true testimonial to one's character as one exercises 'free will' more here than in public sphere
- 2) Private life provides one with multitudes of situations to test one's integrity
- 3) Non enforcement of morals in private life implies the individual's ethicality relies on strength of moral character
- 4) Private life also gives freedom for an individual to carry or implement what one truly believes as ethical.

5) Deep rooted values, attitudes & morals can only ~~be~~ be revealed amidst the warmth of close friends & relatives

However, 'public persona' too can reveal one's character

1) If an individual can succeed in staying ethical despite of bureaucratic pressure, it indicates his character

2) Public life presents one with multiple temptations of reward, career growth, bribery, etc which when resisted can reveal true character

3) Various situations of conflicts of interests & ethical dilemmas acts as 'real life tests' of one's character.

Thus, it is equally important for public servant to maintain ethical integrity both in public & private life  
(Never do anything that's unbecoming of civil servant - says 2nd ARC)

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)

Indian bureaucracy & administration is long criticised for its 'snail's pace of work' affecting all spheres of life like care of doing business, etc

Accountability mechanisms - often lead to bureaucratic delays & inefficiency

1) Accountability necessitates recording of & documentation of every decision taken & actions performed

2) It leads to immense expenditure of time, energy & man power

3) It leads to diversion of administrative focus from central & core issue solving towards peripheral issues

4) Accountability leads to risk averse behaviour in the civil servants

However, Accountability can itself be a tool of efficiency

- 1) Nolan Committee on public service recommends accountability as one of the foundational values for bureaucracy
- 2) It ensures accountability for actions & inactions of civil servants [100] 24 scam
- 3) Makes the decision making process transparent & devoid of deviant behaviour like corruption etc

Striking balance between two

- 1) Rationalise the colonial era laws in making 'optimal' functioning of administration.
- 2) Leverage the technology wherever possible in ensuring accountability [100] Biometrics
- 3) Not all decision making requires equal call for accountability → flexibility should be allowed for benevolent decision making

Thus, accountability & efficiency are like two wheels for successful progress of administration.

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 examines the relationship between reason & passion and how reason inherently acts as slave to our passions and for nothing else.

This reveals how thinking trails behind our emotions. What one rationalises within his mind depends on what one wants in his/her life.

For ex Two contrasting reasoning given by 2 warring nations of Ukraine & Russia engaged in same war/conflict. The Russia reasons it as a claim for what is rightfully theirs and Ukraine along with its western allies claims it as an attack on our sovereignty.

This can also be correlated to how one's values (here passions) lead to change in one's attitude (involving cognitive component) & behaviour.

However, this is not always correct as maturity in reasoning is attained only when one is free of one's passions, biases & preferences.

In fact, Plato, Aristotle & Socrates amongst many western philosophers consider pure rationality as the mother of all knowledge including that of ethical principles.

For [us] one who can rationalise without being slave to one's passion like Nelson Mandela can alone bring peace & development for a given society. Thus, the constant self-introspection & examination is <sup>12</sup> crucial.

6. b) "The ultimate measure of a person is not where they stand in moments of comfort and convenience, but where they stand at times of challenge and controversy." - Martin Luther King Jr. (10 marks, 150 words)

The above quote conveys us that the true test of a person's character & personality happens when he/she is confronted with challenges & controversies and not during times of convenience.

One might assume that he/she is ethical & moral during times of comfort as it doesn't involve any conflicts of interests or dilemmas that force us to make a choice between the contrasting principles within us.

Whereas moments of challenge & controversy force us to make our ethical standing clear against all kind of pressure & temptations.

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For ex Sri Ramachandra in Ramayana showed true character of sincerity, honesty & truthfulness during his 14 years of forest exile (vanavasa). Amidst all the challenges, he stuck to the principle of 'Prana jaye <sup>the</sup> ~~xxx~~ vaahan na jaye

## Relevance

1) Individual level → Be proactive & consciously hold on to ethical principles amidst time of trauma ex Times of failure  
↳ Dedication

2) National level → not be bogged down by external challenges & come up with creative ways to uphold nation's character

ex Atmanirbhar during Covid crisis

3) Global level - during contemporary times of conflicts, climate change, etc - important to take ethical decisions by all nations

Thus, difficult times are opportunities to <sup>14</sup> showcase our morality

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

"Court of conscience is higher than any supreme court of justice", said Mahatma Gandhi to indicate the sacredness & sanctity of conscience over anything else including that of majority decision, social norms, etc.

What is right or ethical doesn't depend upon what everyone says or how many individuals stand by that decision, instead truth stand by itself.

Law of majority has no place

↳ Supreme court in Navjot Johar case decriminalised sec 377 (homosexuality) upholding the ~~the~~ human dignity of all sections of society.

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2) In case of Mahabharata Kurukshetra War, Kauravas had strength of numbers or majority in army but the ultimate win of dharma depended on morality of Pandavas.

3) India's preamble of constitution calls for justice, equality, fraternity upholding the rights of individual as against majoritarianism.

Thus 'conscience' although inculcated through one's own life experience, social upbringing, culture, etc. doubt depend upon what other says but what one truly feels & sees as truth for oneself.

However, conscience might not always be true too as even terrorist & criminals work towards their own version of 'conscience'. Thus, rational interpretation is of paramount importance.

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 considered as 'mother of all aptitudinal values' important for ethical ~~importance~~ governance.

Concept of empathy

It entails 'placing oneself in other's shoes'. The individual not only recognizes the pain or ~~other~~ emotion of other individual but also feel them as their own trying to share the load of other.

Ex) Lal Bahadur Shastri shipped meal during times of famine

Empathy to improve governance & service delivery

↳ Empathy is basic to understanding the plight of other, especially that

- of citizens  Farmer's protest & taking  
back of farm laws
- 2) Empathy helps avoid slippery slopes  
of corruption, working for private  
interest over public interest, etc
- Mahatma Gandhi's Taliman
- 3) Better utilization of funds & all the  
resources available for human development
- 4) Give judicious care for marginalized &  
vulnerable sections of society  Tribal  
development
- 5) Policy forming involving multi-stakeholder  
approach  Tribal panchayat
- 6) Keep civil servant inspired &  
motivated to take development to  
remotest of places  Armitage Pannu

Thus, empathy & its  
inculcation should be part of a appraisal  
of performance of a civil servant.

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)

The world is constantly growing inequal with concentration of wealth by powerful nation & drain of wealth in poorer nations.

Ethical implication of inequality

1) Attack at the core of human dignity & human rights

2) Improper opportunities for human development & social development for poorer nations

↳ sergal

3) Poorer nations will become dependent on rich nations even for their existence

4) Taken away right to self autonomy & sovereignty for poorer nations

5) Inequality anywhere can act as threat to equality everywhere.

## Moral obligations for developed nations

Yes

- 1) Equality of 'human rights' for all human
- 2) Every human must be seen as end in themselves (Kant)
- 3) It becomes their duty to respond to the poorer conditions
- 4) May give rise to conflicts, pandemics, wars, etc which can also threaten existence of rich nations

No

- 1) 'Ethical realism' says that we should see the world as it is, rather as how it should be
- 2) Ethical egoism calls for taking steps for individual nation's development
- 3) There are no permanent friends & enemies in global politics - here self interest is paramount.

In spite of such arguments, it is categorical imperative for rich nations to be responsive towards poorer nations.

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)

Environment is a 'Common public good' & here must be dealt with utmost responsibility.

we borrow it from our children

The whole humanity is dependent upon this planet of Earth. Whatever action taken now has profound impact on the future. Exploitation & exhaustion of mother nature & its resources inevitably makes future generation grasping for it.

Ethical responsibilities towards environment

1) By Individuals

1) Life Mission - call for responsible consumption in place of compulsive consumption

2) Take individual responsibility - Personal

Social responsibility (PSR) for environmental protection

3) Avoid damaging & polluting the environment in day to day lives Ex No littering of plastic

By Corporations

1) Corporate social responsibility - involve in social service & social entrepreneurship towards environmental problems

2) Public-private partnerships - as both ethical & effective way of ~~ex~~ sustainable development

By Governments

1) Climate justice legislation - to regulate carbon emission, prohibit land degradation, etc.

2) Provide with alternatives to pollutants

Ex Bio fuels in place of fossil fuels

Thus, it's only when there is synchronisation at all levels does environmental protection become a reality.

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 & neutrality although commonly used as synonyms have minute differences & different ethical implications.

## Difference between impartiality & neutrality

<u>Impartiality</u>	<u>Neutrality</u>
1) <u>Definition</u> It refers to the ability to take actions / decisions without prejudice & pre-conceived notions	1) It refers to not aligning or taking stand in favor of one party over other.
2) It is a <u>positive concept</u>	2) It is a <u>negative concept</u>
3) Impartiality engages with all stakeholders without bias	3) It avoids engagement with all stakeholders

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4) ex A district collector impartially listens to demands of multiple stakeholders

5) ex ~~Police Judge~~ during <sup>in interrogations</sup> judicial examination remain neutral to evidence & findings

5) Impartiality enhances objectivity & meritocracy

5) Neutrality prevents partisanship

6) Impartiality

6)

## Similarities

1) Both are foundational values for civil service

2) Both are crucial in delivery of quality public services

3) Both help avoid favoritism, nepotism, etc

Thus, both values must be adequately trained in young officers at <sup>different</sup> periodic trainings.

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 (song of divine)  
is jewel amongst all contributions of India towards world philosophy.



Relevance of these teachings in civil administration

1) Maintain mental well being amidst all the every day challenges

2) Constant source of inspiration to work towards our real duty or dharma

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- 3) Take stand always with righteousness irrespective of any kind of temptations  
↳ No to corruption
- 4) Considering service to public as service to God - ↳ Dedication to public service
- 5) Impersonality & anonymous functioning without aspiring for name & fame
- 6) Never hesitate in doing the right thing & run away from challenges
- 7) Be transparent & accountable in one's intentions as intentions are most fundamental to one's actions

Then, Ramakrishna Paramahansa used to say that 'Gita' if written in reverse order mean 'Tagi' which mean selfless service.

## Section - B

Answer the following in not more than 250 words each: Each Question carries 20 marks (20marks x 06 = 120 marks)

12. In the aftermath of the devastating landslides in Kerala, you, the District Collector, face an arduous task: overseeing relief and rehabilitation efforts amidst widespread destruction and loss. While the immediate priority is to provide aid and shelter to the affected, the complexities of the situation demand a delicate balancing act between transparency, accountability, and community empowerment. The disaster has drawn intense media attention and public scrutiny which places immense pressure on you to ensure that every action is transparent and accountable. However, the urgency of the situation and the sheer scale of the devastation make maintaining meticulous records and following standard procedures a challenge. Further, you receive reports of irregularities in the distribution of relief materials, with some influential individuals and communities allegedly receiving preferential treatment. You also recognize that true recovery lies in empowering the affected communities to take ownership of the rehabilitation process. However local communities express concerns about the long-term sustainability of proposed rehabilitation plans. Media reports highlight instances of communities resisting relocation to safer areas, citing cultural and emotional attachments to their ancestral lands.

- What are the ethical issues involved in the case study?
- How do you navigate the sensitive issue of balancing the imperative of safety with respect for community sentiments and cultural heritage?
- How do you ensure equitable distribution and maintain transparency in the allocation process, all while under intense media scrutiny? (20 marks, 250 words)

The above case study is the test of civil servants' dedication & commitment to public service amidst catastrophic situation.

- a) Ethical Issues involved
- A) For District magistrate
- i) Irregularities in allocation of relief materials
- a) Challenges in balancing transparency & efficiency
- 3) Maintain the morale of the public & do staff involved
- 4) Challenges in relocation & rehabilitation
- B) Government
- i) Know just reactions after every disaster instead of long term addressal of issue
- 2) Lack of ethical governance - causing death & destruction
- 3) c) Public
- i) Loss of 'community life' amidst challenges to relocate to other place

- 2) Inequality & preferential treatment of well to do influential people over poor
- 3) Balancing safety & respect for community sentiment
- 4) Prioritizing the conflicting interests & analyzing & understanding the depth of each an issue
- 2) As a district magistrate, safety comes as primary responsibility - here ensure the safety of lives
- 3) Use the tools of social influence & persuasion like clear communication, reasoning of decision taken, etc to convince the public
- 4) Involve the community leaders & NGO's to make an appeal to the

public to understand the gravity of the situation

- 5) Promise them the creation of a commission to look into the feasibility of future relocation back into their lands.

4) Balance equitable distribution & transparency amidst media

- 1) Address the issue of irregularity of in distribution of resources by taking due note action against the officials involved

- 2) Give warning to the officials against preferential treatment enlightening them about the importance of being objective, transparent & accountable for everyone

- 3) Involve media personnel & give them

the responsibility to take media coverage & surveillance of the places where relief materials are stored

4) Request them to avoid sensationalist of 'issues' & provide accurate information instead of creating communal divide.

Thus, recent incidents like Kerala Wayanad landslides are reminder of the need to prioritise & value public lives over using them as scapegoats for development.

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

- Identify the ethical issues in the given case study.
- How can you engage with male members of the community and SHGs to address their concerns and encourage them to support women's participation?
- What institutional and policy changes can be made to create a more enabling environment for women's participation in decision-making, ensuring that their voices are heard and valued? (20 marks, 250 words)

The above case study is  
realistic picture of pervasive influence  
of patriarchy reducing the political  
representation of women & gender inequality  
(co) 'Sarpanch pati'

a) Ethical Issues involved

A) As a Bureaucrat

1) Deviation in implementation of a flagship scheme from its original intention of women empowerment

2) Bring in social change & gender equality overcoming the social resistance of male society

B) for Government

1) Failure to provide adequate education & financial independence to women

2) Not involved in capacity building for women that would challenge male resistance

3) Failure in building equitable & gender equality society

4) For Women

iy Not able to claim their legitimate rights

2y Victim of age old patriarchal norms

by Engaging & involving male members

iy Make them aware about existence of laws & policies for women empowerment

2y Warn them ~~against~~ going against the legal imperative & possible harmful consequences

3y Conduct a workshop or gram sabha meeting to make them knowledgeable about plight of women in patriarchal society

4y Can conduct role reversal based play to make them understand what

it would feel to be a woman

5) Use E.I tools to make an emotional appeal to bring attitudinal changes.

⇒ Institutional changes

1) Create an institutions in the 1<sup>st</sup> place for enhancing the ability of women in every village

2) Use of multimedia simple & clear communication via workshops, awareness campaigns to make them understand their rights

3) Surprise visits & constant surveillance be included in every institutions to take notice of the extent of the problem

4) Only in female leaders, role models  
& celebrities to make appeal &  
observational learning

## Policy changes

1) Focus on holistic women development  
with equal focus on all areas of  
women empowerment like education, skill,  
etc

2) Policy of 'opulent conditionality' by  
using 'carrot & stick approach' to avoid  
male resistance

3) Village level seminars, workshops, etc  
must be made a constant phenomenon  
increasing awareness about women related  
schemes & other policies

4) Engagement with community & religious  
leaders to make emotional appeal.

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)

AI - is a disruptive  
modern technology that has wider  
implications on the way we exist  
as a society.

## Ethical challenges involved with AI

### A) For Public

- 1) Loss of employment & phenomenon of jobless growth
- 2) widening inequalities & economic disparities
- 3) Victims of discrimination of biased AI tools
- 4) Socio-economic & political injustice with preferential treatment for rich

### B) For Government

- 1) Provision of jobs & livelihood for all
- 2) Regulate & constrain the ever growing powerful MNC AI companies
- 3) Balance the advantages & demerits of AI in governance

### C) For private companies

- 1) Inability to predict the trajectory

of growth  
2) Regulation of AI & its impact on their business potentials.

## Comprehensive National AI policy framework

1) Conduct basic study & survey about potential & disadvantages of AI in

all spheres of life

2) After understanding its impact, learn from the best practices of the world in regulating AI

3) Accountability of AI companies - must be mandated in sticking to the policy framed & penalised heavily if otherwise

4) Accuracy of data fed into machine learning must be peer reviewed & their must be institutional setup to

fact check the data

5) Consent of public must be incorporated in every application programmed by AI

6) The data & AI technology must be limited in its functioning to only those activities where the public has taken informed decision

7) Storage limitation - the data must be stored only if it is essential & otherwise must be erased according to right to erasure

8) Data localization - to prevent neo imperialism by MNCs with

9) Grievance redressal mechanisms must be mandated both within the

company & outside of it by government

10/4 Collaboration must be done by governments of different countries and public - private & industry academia interface

Thus, AI can be paracetamol for development only if ethically guided

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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.

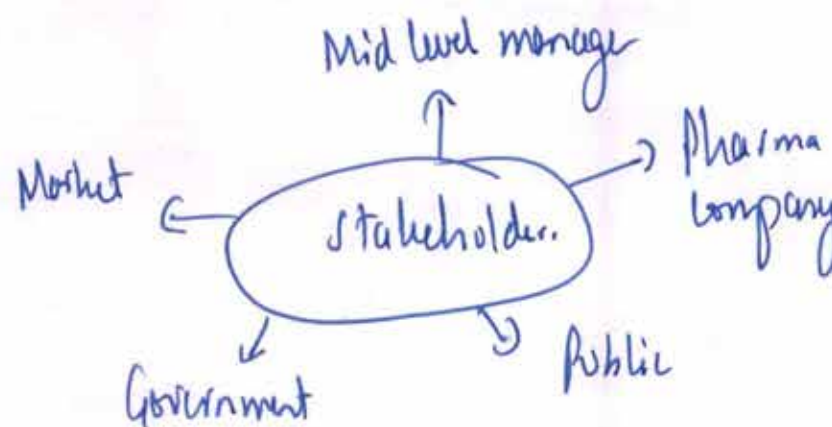
However, just weeks before the scheduled launch, you stumble upon disturbing evidence suggesting that Revivol may have serious, potentially fatal, side effects in a small percentage of patients. These side effects were not adequately disclosed in the initial clinical trial reports, and further investigation 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.

- 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)

The various stakeholders involved in above case are



## a) Ethical dilemma involved

1) Personal interest of career growth  
vs Public health interest

2) Profitability for company  
vs Unscientific research

3) Short term gain vs Long term loss

4) Obedience to ~~superior~~<sup>senior</sup> vs Morality

5) ~~Easy~~ Higher income vs Crisis of conscience

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## b) Course of action with justification

1) Record the newer findings & maintain a record of data of clinical trials conducted till now

- 2) Make evidence based appeal to senior convincing him about the potential consequences
- 3) If no action is taken, reach out to the director of company especially the board of directors
- 4) If even then no action is taken, make a conscious choice to whistleblow the adverse effect of new drug to the public
- 5) Be ready to face the consequence of this action by gathering moral strength & finding alternate job

## Justification

- 1) Common good approach requires me to work toward public interest over company interest.

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2) Uphill of ~~conscience~~ conscience can be avoided which acts as supreme court

3) Virtue ethics motivates me to make my behaviour ethically integrated in every situation

4) Publicity test - would involve the danger or harm of being badly reputed being part of such act

⇒ Need for stronger corporate mechanism

1) Presence of internal complaints committee  
- would provide for grievance redressal mechanism to raise complaints

2) Healthy work culture - would have made my voice heard & concern raised without sensor

resistance

3/6 Transparency & accountability in functioning would have made the decision making process objective

4/6 Valuing public service over profitability can bring credibility & trust of the public

Thus, recommendations of Kumar Mangalam Birla must be inculcated across all companies.

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

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

The above case study mirrors the social reality at ground level indicating the gap between constitutional morality & Indian bureaucracy.

a) Ethical Issues involved

1) Service without sacrifice - not proactively involved in ~~doing~~ quality service delivery

2) Issue of corruption - pervasive

3) Preferential treatment of well to do against vulnerable

4) Lack of ethical & good governance

5) Failure of government machinery in providing service to public

6) Lack of citizen centric governance

b) Steps to improve work culture & quality of service delivery

1) Leadership role - lead by example by proactively taking ethical

Steps to revise bureaucracy

- 2) Training & Workshops - Seminars, Conferences  
to make everyone realise their role & responsibilities
- 3) Citizen Charter - Setup at office  
to increase awareness of services provided to citizens
- 4) Use technology to monitor & surveillance over the functioning
- 5) Build happy work culture by sharing the responsibilities with specific goals at all levels of bureaucracy

- 1) Challenges that might be encountered
- 1) Collusive networks between different stages → not bogging down to any kind of blackmailing & manipulation
- 2) Transfer of myself as an officer - still carry forward the ethical principles whenever one is posted
- 3) Use technology, accountability & transparency to make clear my intention towards good governance
- 4) Penalise & suspend those subordinates who continue with lethargic attitude despite of warning.

5) Use media, NGOs & public organisations to raise awareness about legitimate entitlements

Thus, civil servant must show fortitude, moral courage & creative innovation amidst plthora of challenges.

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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)

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The above case study is  
example of gender stereotyping  
& discrimination and unhealthy  
work culture

a) Ethical Issue involved

A) For Seema

i) Whether to continue with the lucrative job & compromise her autonomy

ii) Pressure of critic senior who doesn't appreciate one's strengths

iii) Lon of job & good career prospect if resisted

B) For organisation

i) Lack of healthy work culture

ii) No scope for innovation or updation of knowledge

iii) Risk of lon of reputation

1) c) for ADG (me)

1) Balancing the conflicting interests of 2 different colleagues

a) Maintain healthy work culture

2) Options available

1) Arrange a meeting involving both the individuals & help bring reconciliation b/w them

a) Give space for a subtle warning of senior officer engineer & tell him about his adverse impact

2) Counsel scams about the realities of every day life & not succumb to the pressure

4) Arrange a company meeting to decide on the feasibility of new

charges

- 1) Response to Scema
- 1) ~~Realize~~ Help her realise the existence of such adverse elements everywhere
- 2) Help her build her B.I to resist such challenges
- 3) Appreciate her good work & make sure her suggestions are integrated
- 4) Promise her of no further such harassment at work place

Policies / Measures to prevent such occurrences

- 1) Constitute ICC (Internal Complaints Committee) & be open to the

complaints of workers, especially female employees

2) Conduct constant & periodic team building exercises - that help employees understand each other better

3) Value mentorship over seniority as the motto of organization

4) Take punitive actions against ill adapted workers

5) Lead by example in ensuring the human dignity is respected

Thus, female labor participation rate can only be increased with ethical & happy work culture at work place.

(Don't write anything in this part)

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(Don't write anything in this part)

## Space for Rough Work



(Don't write anything in this part)

# VAJIRAM & RAVI

(Don't write anything in this part)

## Space for Rough Work

