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Institute for IAS Examination

GENERAL STUDIES - 4

Civil Services (Main)

Examination, 2023

Model Answers

Section - A

Q.1) (a). What do you understand by 'moral integrity' and 'professional efficiency' in the context of corporate governance in India? Illustrate with suitable examples. (10 Marks, 150 words)

Answer: Corporate governance refers to the set of processes, customs, policies, laws, and institutions that govern a corporation, aiming to balance economic and social goals, as well as the interests of shareholders and stakeholders.

Moral Integrity in the context of corporate governance in India

Moral integrity involves consistently upholding moral principles, leading by example, and promoting a climate of trust and respect. It is an essential trait that distinguishes exceptional leaders and paves the way for organisational success and ethical development.

- **Moral leadership abilities:** Ethical leaders must establish a culture of trust, transparency, and ethical decision-making within organisations.
 - **Ex:** A CEO promotes open-door policies for all employees to voice concerns.
- **Culture of accountability:** Individuals must promote a culture of accountability by being accountable for their actions, readily admit mistakes, and put others' needs ahead of their own.
 - **Ex:** A manager takes responsibility for a project's failure and offers solutions.
- **Trustworthiness:** Building trust by being reliable, keeping commitments, and maintaining confidentiality when required.
 - **Ex:** An accountant maintains the confidentiality of a client's financial information.
- **Moral code of conduct:** One must adhere to ethical conduct within organisations by demonstrating integrity in their actions and decision-making, and create a culture where honesty, fairness, and respect are valued.
 - **Ex:** An employee reports an oversight instead of hiding it for personal gain.
- **Fairness:** Ensuring justice and equity for all people, considering diverse perspectives, and avoiding favouritism which fosters trust and collaboration.
 - **Ex:** A hiring manager selects candidates based on merit, not personal connections.

Case Study: During Covid 19 pandemic Tata Group owned by Ratan Tata had not laid off their employees, while several Indian companies have retrenched staff due to lack of cash flow after the nationwide lockdown which was a knee-jerk reaction and manifests lack of empathy among the top leadership.

Professional efficiency' in the context of corporate governance in India

Professional efficiency refers to the efficient use of resources by workers and organisations to achieve company goals and achieve quality while minimising resource usage. It is closely related to three dynamically interlacing components of professional performance: competency, standards, and practice.

- **Leadership skills:** Professional efficiency demands leaders who have the ability to guide the members towards the direction of achieving targets as projected.
 - **Ex:** CEO rallies team to surpass annual sales target early.
- **Avoiding harmful competition:** In order to attain professional efficiency, each and every employee should cooperate with each other to avoid harmful competition.
 - **Ex:** Teams collaborate on a project, pooling resources for success.
- **Adherence to rules and regulations:** One must follow all rules and regulations and company policies consistently to promote efficiency.
 - **Ex:** HR ensures all staff undergo annual compliance training.
- **Efficient risk-management:** Risk management can enhance the environment for identifying and capitalising on opportunities to create value and protect established value.
 - **Ex:** A finance team diversifies investments to minimize market volatility impacts.
- **Expense management:** Maintaining financial discipline, avoiding unnecessary
- expenses, constant saving and investment are needed to maintain professional efficiency.

- **Ex:** Operations cuts costs by renegotiating vendor contracts, boosts profit margin.
- **Time management:** Effective time management is crucial to maximising productivity and achieving goals, which boosts professional effectiveness.
 - **Ex:** A project manager uses tools to track and allocate team hours efficiently.

Case Studies: Professional efficiency is shown by many corporate MNC's. In many of them one's Airtel (Delivering service at doorstep within 2hrs of complaint raised), another example is of Zomato Gold (Delivering food at doorstep in stipulated time or else they give refund of ₹100 if order goes late).

In corporate governance, professional efficiency and moral integrity both are important as well as interlinked. Both lead to ethical development of an organisation, which consequently lead to economic development.

Q.1) (b). 'International aid' is an accepted form of helping resource-challenged' nations, Comment on ethics in contemporary international aid. Support your answer with suitable examples.

(10 Marks, 150 words)

Answer: International aid aims to enhance global well-being by addressing global diseases (or pandemic), offering humanitarian assistance, combating poverty, and advancing the United Nations' Sustainable Development Goals. However, there are ethical aspects related to contemporary international aid that require understanding.

Ethical aspect of international aid

- **Transparency:** Transparent distribution and use of international aid are crucial. Lack of transparency can lead to corruption, theft, and diminished impact.
 - **Ex:** In Africa, limited oversight of COVID-19 funds from the IMF led to corruption concerns due to inconsistent government disclosures.
- **Increased Dependence:** The current global system often causes weaker nations to become economically dependent on stronger nations.
 - **Ex:** Over the past two decades, the US provided Pakistan over \$32 billion, heightening its economic reliance.
- **Cultural Sensitivity in Humanitarian Aid:** Humanitarian aid must respect local customs. Ignoring them, as seen in Liberia during the Ebola crisis, resulted in widespread mistrust.
- **Sustainable Growth:** Aid should promote sustainable growth by endorsing impactful, market-creating innovations that bolster local prosperity.
 - **Ex:** Advocating for renewable energy initiatives aligns with ethical and environmental aims.
- **Capacity Building:** Aid boosts infrastructure and capability.
 - **Ex:** African nations benefited from India's ITEC, sharing technical skills among developing countries.
- **Food Security:** Food aid acts as a safety net. While humanitarian relief is the primary criterion, economic and political factors influence allocations.
 - **Ex:** UN's food grain consignments to Afghanistan help combat malnutrition and hunger.

Hence, ethical international aid should be recipient-centred, sustainable, respectful, and accountable. By adhering to these principles, aid efforts can better address poverty, inequality, and promote lasting human development.

Q.2) (a). "Corruption is the manifestation of the failure of core values in the society." In your opinion what measures can be adopted to uplift the core values in the society? (10 Marks, 150 words)

Answer: Corruption refers to the act of misuse and abuse of power especially by those in the government for personal gains either pecuniary or a favour. It promotes illegality, unethicity, subjectivity, inequity, injustice, waste, inefficiency and inconsistency in administrative conduct and behaviour.

Corruption as a manifestation of failure of the core values of society

- **Erosion of Honesty and Trust:** As societal integrity wanes, honesty—a once-celebrated virtue—is overshadowed, leading to rampant corruption. This is further exacerbated by the diminishing trust that was the bedrock of older societies.
 - **Ex:** Modern societies often rely more on contractual obligations than a person's word.
- **Shift in Values and Empathy:** The emphasis on personal gains and economic aspirations has sidelined

- social consciousness and empathy. This self-centered approach paves the way for corrupt practices.
- **Ex:** Community welfare projects are often overlooked in favor of personal enrichment schemes.
 - **Lifestyle and Materialism:** The move towards individualism, coupled with growing materialistic desires, encourages unethical shortcuts to achieve a luxurious life, sacrificing core societal values.
 - **Ex:** Bypassing regulations for personal luxury projects is becoming commonplace.
 - **Education and Societal Role Models:** The current educational system, especially in areas like India, often fails to instill values like empathy, integrity, and equity. When young generations see corruption as a societal norm, they're more likely to perpetuate it.
 - **Ex:** Instead of role models championing integrity, youth often see successful figures benefiting from corruption.

Measures needed to uplift the core values of society

- **Promote Social Engagement:** Encouraging interactions within the community fosters trust, empathy, and respect, paving the way for a united and equitable society.
 - **Ex:** Community events or forums help bridge cultural and generational gaps.
- **Emphasize Moral Education:** Foundations of ethics should be laid both at home and in schools, as they are primary avenues of socialization. Teaching respect for all, regardless of caste, religion, or gender, and instilling values like honesty and empathy is crucial.
 - **Ex:** The New Education Policy, 2020 in India underscores the significance of moral lessons.
- **Address Socio-economic Inequality:** Tackling disparities in society can reaffirm values like unity and integrity.
 - **Ex:** Community-driven initiatives can help uplift economically disadvantaged regions.
- **Champion Societal Values over Personal Greed:** Instead of prioritizing personal gains, values like fraternity, trust, and communal well-being should be celebrated.
 - **Ex:** Public campaigns can highlight the benefits of collective welfare over individual gains.
- **Create Inclusive Platforms:** Offer spaces where individuals can openly share their experiences and challenges, fostering mutual understanding and acceptance.
 - **Ex:** Storytelling sessions can illuminate diverse life experiences, promoting empathy.
- **Strengthen Community Leaders:** Empower leaders who embody and champion societal values, serving as role models for the community.
 - **Ex:** Training programs can prepare local leaders to drive value-based initiatives.

An integrated society is able to raise its voice against unethical practices like corruption. Hence giving voice to the voiceless in every society is always helpful to avoid such practices at local society as well as at a large national society level.

Q.2) (b). In the context of the work environment, differentiate between 'coercion' and 'undue influence' with suitable examples (10 Marks, 150 words)

Answer: Coercion and undue influence addresses potential compromises in one party's consent to agree, affecting the integrity of the parties. In ethics these can be explained through different human relationships in the work environment.

Difference between coercion and undue influence

Aspect	Coercion	Undue Influence
Definition	External force exerted by someone with authority. For instance, a boss threatening to fire an employee if they don't accept a specific project.	Exerted within an existing relationship based on trust and confidence, like a senior colleague leveraging their friendship with a junior to get them to take on extra tasks.
Nature	Coercion is arbitrary, involves force or threats, and is illegal. For example, an employee might be physically barred from leaving a meeting until they sign a document.	Undue influence is subtle, revolves around psychological pressure, and is immoral. A scenario might involve a manager emotionally manipulating a team member by suggesting their job might be at risk.

Duration	Generally for a short duration, like a single high-pressure meeting where an employee is forced to agree to unfavorable terms.	Typically seen over a longer term, such as a supervisor subtly pressuring a subordinate over months to agree to tasks outside their role.
Manifestation	Overt and easily recognizable, such as direct threats of termination if an employee doesn't comply.	Covert, more subtle, and can often go unnoticed, like continuous subtle hints about job security if certain "favors" aren't granted.
Evidence	The aggrieved party must provide direct proof, such as recorded threats or witness testimonies.	The dominant party in the relationship often needs to prove their actions were just, like showing correspondence to demonstrate there was no undue pressure.

Both coercion and undue influence are immoral in nature. Hence the work environment should uphold the practices like persuasion, mutual respect, which are beneficial for better work culture.

Q.3) (a). “The simplest acts of kindness are by far more powerful than a thousand heads bowing in prayer.” – Mahatma Gandhi (10 Marks, 150 words)

Answer: The above quote of Mahatma Gandhi means that small acts of kindness can have a big impact on the world. It highlights the idea that genuine acts of compassion and goodwill toward others can have a more significant and meaningful influence on the world and people’s lives.

Importance of acts of kindness

- **Direct Impact:** Simple acts like volunteering or supporting friends offer immediate benefits to individuals and communities.
 - **Ex:** During COVID-19, Delhi Police’s efforts, from continuous duty to plasma donations, garnered appreciation.
- **Positive Ripple Effect:** One act of kindness can inspire recipients to extend the same to others, creating a chain of goodwill.
 - **Ex:** The “Pay It Forward” concept promotes doing three spontaneous good deeds for different people.
- **Uplifting Shared Morality:** Small kindnesses shape our collective humanity, infusing daily life with empathy and unity.
 - **Ex:** Massive donations to the PM CARES fund showcased collective kindness and morality.
- **Positivity:** Acts of kindness offer fulfillment, countering rising hedonistic individualism and fostering connections.
 - **Ex:** Post-Fukushima nuclear crisis, 200 Japanese seniors volunteered to face radiation risks for the young.
- **Addressing Root Causes:** Beyond spiritual solace, acts of kindness can tackle core societal challenges.
 - **Ex:** Volunteering at food banks provides immediate relief from hunger, addressing deeper issues of poverty.
- **Human Values:** Kindness encourages true human bonds, nurturing community feelings and empathy.
 - **Ex:** The Christmas truce during World War I among French, German, and British soldiers exemplifies this.

Mahatma Gandhi’s assertion on the potency of kindness over ritualistic prayer underscores the essential role of tangible actions in bringing about positive change. While religious and spiritual practices hold significance, it’s the everyday acts of kindness and compassion that uplift individuals, strengthen communities, and foster lasting transformation. For civil servants in India, this ethos underscores the necessity to prioritize compassionate actions, embodying service over mere protocol.

Q.3)(b). “To awaken the people, it is the women who must be awakened. Once she is on the move, the family moves, the village moves, the nation moves.” – Jawahar Lal Nehru (10 Marks, 150 words)

Answer: The given quote by Jawahar Lal Nehru underscores the pivotal role of women in driving social and national progress. It highlights the idea that empowering women can have a cascading effect, positively impacting families, communities, and ultimately, the entire nation.

To awaken the people women must be awakened because:

- **Women as Catalysts of Change:** Empowered and educated women drive positive shifts across sectors.
 - **Ex:** Deepti Sharma's realization in a food queue led to "FoodtoEat," promoting sustainable infrastructure for small food ventures.
- **Political Participation:** Women in governance advocate for inclusive policies.
 - **Ex:** Over half of Rwanda's Parliament is women, resulting in increased education investment and reduced poverty.
- **Healthcare:** Knowledgeable women prioritize prenatal care and family health, reducing maternal and child mortality rates.
 - **Ex:** In Kerala, India, women's high literacy rates have been linked to the state's commendable health-care outcomes, including low infant mortality rates and high life expectancy.
- **International Impact:** Women's empowerment resonates globally.
 - **Ex:** The #MeToo movement, initiated by Tarana Burke's exposure of sexual abuse, became a global phenomenon.
- **Policy Implementation:** An awakened women's collective influences national policy and action.
 - **Ex:** The Vishaka guidelines in India arose from campaigns against sexual harassment.
- **Economic Growth:** Empowered women boost economies by investing in family health and education.
 - **Ex:** In Bangladesh, women's involvement in Grameen Bank's microfinance uplifted communities and spurred economic progress.

When one woman moves:



Jawaharlal Nehru's quote emphasises the transformative potential of women's empowerment. It acknowledges that by focusing on awakening and empowering women, societies can unlock a powerful force for positive change that extends from the individual to the family, community, and nation.

Q.3) (c). Do not hate anybody, because that hatred that comes out from you must, in the long run, come back to you. If you love, that love will come back to you, completing the circle. – Swami Vivekananda (10 Marks, 150 words)

Answer: Swami Vivekananda's quote underscores the law of karma, suggesting our actions and emotions reverberate back to us. Sending out hate can manifest as conflict or misfortune, while expressing love can return as happiness and success.

The circle of hatred:

- **Impact on Relationships:** Hatred strains relationships, leading to stress and conflict.
 - **Ex:** Two colleagues' animosity from a past disagreement affects their productivity and well-being.
- **Karmic Consequences:** Negative energy projected returns, causing unhappiness.
 - **Ex:** Hitler's intense hatred for Jews eventually led to his downfall and suicide.
- **Mental Health Toll:** Persistent negative emotions can lead to mental health issues.
 - **Ex:** Continuous feelings of jealousy and resentment can lead to depression and anxiety disorders.
- **Global Repercussions:** Hatred at a geopolitical level can lead to catastrophic events.
 - **Ex:** The Taliban's 9/11 attack on the USA was a repercussion of animosities from the Cold War era.

The circle of love:

- **Strengthening Relationships:** Love and empathy foster trust and deep connections.
 - **Ex:** India's NAM policy fortified relations with the USSR, USA, and developing nations.
- **Upholding Human Value:** Embodying love earns respect and admiration.
 - **Ex:** Gandhi, through his non-violence principles, is revered as the father of the nation.
- **Legacy of Love:** Acts of love leave an enduring impact.
 - **Ex:** Ratan Tata's philanthropy makes him universally cherished.
- **Inspiring Societal Progress:** Love-driven leaders foster societal growth.
 - **Ex:** Nelson Mandela's love for equality helped dismantle apartheid in South Africa.
- **Community Building:** Love and unity forge strong communities.
 - **Ex:** New Zealand's PM Jacinda Ardern's compassion post the Christchurch attack strengthened national unity.

Swami Vivekananda's quote urges mindfulness in our emotions and choices, emphasizing their repercussions. Hatred spirals into personal unhappiness, while choosing love and positivity fosters harmony and enriches our lives.

Q.4) (a). "What really matters for success, character, happiness and lifelong achievements is a definite set of emotional skills – your EQ – not just purely cognitive abilities that are measured by conventional IQ tests." Do you agree with this view? Give reasons in support of your answer. (10 Marks, 150 words)

Answer: Daniel Goleman emphasises the importance of balancing EQ and IQ for a fulfilling and successful life. While IQ measures cognitive abilities like logical reasoning and linguistic proficiency, EQ focuses on emotional awareness, regulation, empathy, and social skills. Both are crucial for a well-rounded personality. **Yes, I agree** with the view that Emotional Intelligence (EQ) is crucial for success, character development, happiness, and lifelong achievements. A high IQ indicates intellectual potential but EQ is needed to apply knowledge positively as it can lead to contextual insensitivity, poor teamwork and negative life choices.

Importance of EQ in different aspects of life:**For success:**

- **Emotional Management:** EQ is pivotal for managing emotions, essential for leadership and workplace harmony. Conversely, a high IQ doesn't ensure success.
- **Achieving Goals:** EQ skills, including self-awareness and adaptability, drive goal achievement. Those with high IQ might miss perseverance.
- **Workplace Dynamics:** EQ ensures better stress handling and problem-solving in workplaces. A high IQ, if paired with low EQ, may lead to inadequate social skills and isolation.
- **Research Insights:** Daniel Goleman's studies underline that individuals with strong EQ showcase superior coping strategies during workplace challenges.
- **For example:** MS Dhoni's emotional composure during intense cricket games underscores the significant role EQ plays in sports leadership success.

For Happiness:

- **Emotional Regulation:** EQ aids in managing emotions and showing compassion, crucial for happiness and relationships. A high IQ isn't directly linked to happiness.
- **Life Satisfaction:** High EQ often guides choices towards well-being and contentment, enhancing overall life fulfillment.
- **For example:** As Mahatma Gandhi highlighted, "Self-reflection is the school of wisdom." Understanding oneself through high EQ aids in recognizing and seeking meaningful activities.

For Character:

- **Character Building:** EQ fosters integrity, responsibility, and self-discipline, while a high IQ doesn't necessarily equate to good character.
- **Moral Reasoning:** EQ promotes understanding of diverse perspectives and the cultivation of strong

values. A high IQ isn't immune from being used negatively.

- **Empathy and Connectivity:** High EQ results in genuine connections, understanding, and deep relationships. In contrast, a high IQ may lack emotional depth and connectivity.
- **For Example:** Steve Jobs combined his high IQ with EQ, exemplifying integrity in product creation, understanding consumer needs, and connecting deeply with audiences.

For Achievement:

- **Sustained Achievement:** EQ supports perseverance and people skills vital for lifelong success. High IQ without EQ might not guarantee enduring achievement.
- **Work-Life Harmony:** EQ aids in striking a work-life balance, while high IQ individuals with low EQ risk burnout and shifting priorities.
- **For example:** Nelson Mandela's dedication to ending Apartheid exemplifies how EQ can drive significant, lasting change.

While intelligence helps acquire skills and knowledge, emotional competencies are critical for using them ethically and purposefully. Both EQ and IQ together enable sustainable success, achievement, happiness and strength of character. However, emotional intelligence alone without cognitive abilities can be limiting. Thus ideally both EQ and IQ must be developed from early on through education and experience.

Q.4) (b). Differentiate 'moral intuition' from 'moral reasoning with suitable examples.

(10 Marks, 150 words)

Answer: Moral intuition is a swift, instinctive sense of right or wrong, often driven by emotions, culture, and experiences, like a relief worker instinctively helping in disasters. Conversely, **moral reasoning** is a conscious evaluation using logic and ethical principles, such as deducing the moral superiority of equity over discrimination. While intuition is subconscious, reasoning requires reflective logic.

Differences between Moral Intuition and Moral Reasoning

Speed	The key distinction is the speed at which these processes operate. Moral Intuition is fast and automatic, while Moral Reasoning is slower and involves conscious thought. Ex: Moral Intuition: Reacting instantly to stop a child from stealing. Moral Reasoning: Deliberating over a company's ethical stance on environmental issues.
Rationale	Moral Intuition often relies on emotions, cultural norms, and personal experiences, while Moral reasoning is based on logical thinking, ethical principles, and conscious evaluation. Ex: Moral Intuition: Feeling uncomfortable in a public situation without knowing why. Moral Reasoning: Deciding not to invest in a company after researching its human rights track record.
Accuracy	Moral Intuition can sometimes lead to quick and accurate moral judgments, especially in familiar or straightforward situations. However, Moral reasoning allows for a more comprehensive and nuanced evaluation, potentially leading to more well-informed decisions, particularly in complex or novel scenarios. Ex: Moral Intuition: Instinctively comforting a crying stranger. Moral Reasoning: Analyzing a contentious political issue from multiple angles before forming an opinion.
Subjectivity	Moral Intuition is subjective and can be influenced by individual biases and emotions. Moral Reasoning, while still influenced by personal beliefs, aims for a more objective assessment by considering a broader range of factors. Ex: Moral Intuition: Feeling that lying is wrong because of a past personal experience. Moral Reasoning: Weighing the pros and cons of a whistleblowing act, considering societal implications.

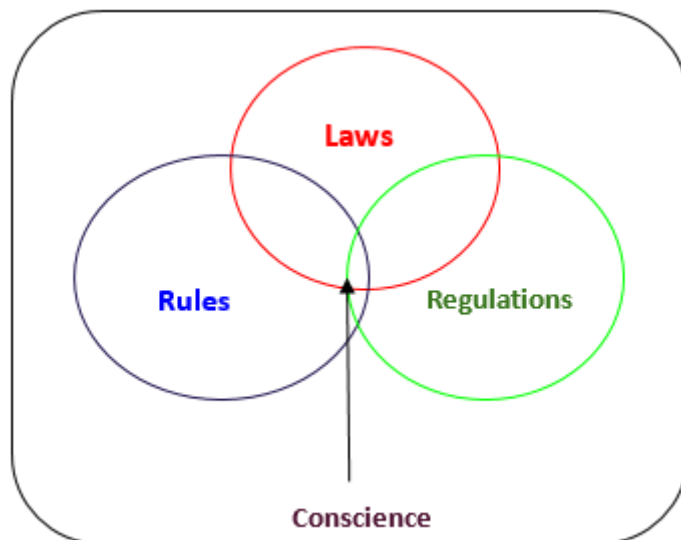
Applicability	Moral Intuition is often relied upon in situations where quick decisions are needed or where explicit moral rules may not be readily available. Moral Reasoning is essential in complex, unfamiliar, or morally ambiguous situations. Ex: Moral Intuition: Jumping in to break up a public fight without much thought. Moral Reasoning: Conducting a thoughtful review of company policies to ensure inclusivity and fairness.
Examples	Mother Teresa's immediate, instinctual response to the suffering and poverty in Calcutta led her to establish the Missionaries of Charity. Her intuitive sense of duty and compassion drove her to help the destitute, sick, and dying without extensive analysis or deliberation. Dr. B. R. Ambedkar's advocacy for the rights of Dalits and his role in drafting the Indian Constitution demonstrates his profound moral reasoning. His careful consideration of historical injustices, social inequalities, and the need for a legal framework for a just society was a result of deep reflection and reasoned analysis.

Despite many differences, both moral intuition and moral reasoning play valuable roles in ethical decision-making. They can complement each other, with intuition providing initial insights and reasoning offering a more thorough evaluation. Additionally, the effectiveness of each approach can vary depending on the specific circumstances and individual factors.

Q.5) (a) Is conscience a more reliable guide when compared to laws, rules and regulations in the context of ethical decision-making? Discuss. (10 Marks, 150 words)

Answer: Ethical decision-making involves evaluating right versus wrong based on principles of justice, rights, fairness etc. conscience Bothas an inner moral sense and external regulations like laws aim to guide such choices. However, the reliability of each approach has its own limitations.

The Law is the Public Conscience- Thomas Hobbes



Conscience as an Ethical Guide:

- Promotes moral autonomy:
 - Conscience signifies exercising free will in moral judgments based on inherent goodness rather than external authority. As Mahatma Gandhi said, "The only tyrant I accept in this world is the still small voice within me."
 - Laws are open to the bias of lawmakers whereas conscience relies on universal ethics. But conscience itself can be shaped by social conditioning.
- Contextual ethical analysis:

- Conscience allows for contextual ethical analysis and justifications for actions that may seemingly violate laws but achieve a greater good per situation.
- As Martin Luther King Jr. said, *“One has a moral responsibility to disobey unjust laws.”* But situational ethics can also rationalise unethical acts.
- **Self-Accountability:**
 - Conscience creates self-accountability to inner moral standards. As Franklin said, *“The only thing necessary for evil to triumph is for good men to do nothing.”*
 - But conscience can be overcome by greed, fear etc. reminding us that external checks are also needed.
- **Limitations of conscience:**
 - Conscience can be subverted by **social conditioning and norms**. E.g. The Sati system was justified on grounds of conscience earlier.
 - **Subjectivity** in conscience allows self-serving interpretations to rationalise unethical acts.
 - Many times, the implementation of ethical decision-making using conscience becomes constrained by laws and rules.

Laws as Ethical Guides:

- **Codified ethics:**
 - Laws represent the codified ethics of society. They signal collective moral standards, rights and duties.
 - But laws also evolve with time. **Slavery** and **apartheid** were once legal and **Section 377** was illegal, highlighting that law is not absolute morality.
- **Consistency and fairness:**
 - Laws and regulations ensure standardised ethical conduct, not contingent on personal inclinations.
 - But laws can be discriminatory. E.g. **Fundamental Rights** provides positive discrimination.
- **Accountability structures:**
 - Laws enable oversight structures like courts, and police to enforce ethics. This prevents antisocial behaviours.
 - However, accountability itself depends on proper implementation. The powerful may circumvent laws.

Both conscience and law have strengths and limitations as ethical guides. Reliance on either in isolation can enable injustice. The ideal approach is a balance between the two - exercising conscience within the spirit of just laws, and evolving regulations to align with principles of fairness and equality.

Q.5) (b) ‘Probity is essential for an effective system of governance and socio-economic development.’ Discuss. (10 Marks, 150 words)

Answer: Probity implies strong morals, honesty and integrity, and is an essential foundation for good governance and sustainable development. The absence of ethical conduct in public and private spheres fosters corruption and mistrust, leading to lop-sided growth. Thus, probity is an essential virtue for national progress.

Importance of Probity for Effective System of Governance

- **Builds Public Trust:** Probity fosters public trust essential for policy implementation.
 - Example: Chanakya’s emphasis on honesty for rulers to gain trust.
- **Enables Efficient Governance:** Probity supports public interest, ensuring equitable services.
 - Example: The eradication of the Licence-Permit Raj in India enhanced efficiency.
- **Ensures Optimal Resource Use:** Probity in financial management reduces waste.
 - Example: The UN highlights global illicit outflows costing billions due to lack of probity.
- **Promotes Innovation:** A system rooted in probity encourages fair competition and innovation.
 - Example: Corruption-induced favouritism stifles genuine innovation and enterprise.

Importance of Probity for Socio-economic Development

- **Attracts Investment:** Probity ensures a transparent environment appealing to investors.
 - Example: Countries like Singapore attract global investments due to their strong probity standards.

- **Economic Growth:** Probity eliminates barriers like corruption, boosting growth.
 - Example: Corruption in India has historically deterred potential economic growth.
- **Reduces Transaction Costs:** Probity diminishes uncertainty for businesses, aiding development.
 - Example: High transaction costs due to corruption hinder business efficiency.
- **Fosters Knowledge Economy:** With probity, there's an emphasis on meritocracy, driving a knowledge-based economy.
 - Example: Nepotism in corrupt systems undermines the potential of a dynamic knowledge economy.

Challenges in ensuring probity

- **Gaps in laws and policies** related to political funding, whistleblower protection, Lokpal etc. enable a lack of transparency and conflicts of interest.
- **Lack of effective audits,** disclosures and oversight mechanisms for higher officials and politicians. The powerful are able to circumvent regulations.
- **Poor public service delivery** and redressal systems that foster petty corruption and bribery.
- **Inadequate enforcement** of existing rules and laws due to capacity gaps, delays and pendency in the judicial system.
- **Limited use of technology** for transparency, accountability and grievance redressal.
- **Politicisation** and **erosion of autonomy** of investigative agencies hampering impartial enforcement.
- **Ineffective electoral and judicial reforms** to improve the accountability of political executives.
- **Limitations in public awareness,** activism and movements against corruption due to lack of information and reprisals.

Robust mechanisms for accountability, transparency and strengthening ethics are essential to improve probity. Impartial enforcement and severe consequences for wrongdoing can help promote integrity.

Q.6) (a). What were the major teachings of Guru Nanak? Explain their relevance in the contemporary world. (10 Marks, 150 words)

Answer: Guru Nanak was an Indian spiritual teacher and the founder of Sikhism. Sikhism, founded on the Nanak's mantra of **Ik Onkar** (one God), is a monotheistic religion combining the influences of Hinduism and Sufi Islam. His teachings are embodied in Guru Granth Sahib and are very relevant in contemporary times when humanity is passing through all shades of serious conflicts.

Core teachings of Guru Nanak and their relevance:

- **Vaand Chhako (Sharing):** Its basic meaning is to share what we have, and consume it together. One should not be greedy and share its wealth with others in the community by charity.
 - **Relevance:** His emphasis on selfless service through Sangat and Pangat calls for universal brotherhood and community services.
 - It aims to promote tolerance, mutual respect and peaceful co-existence in society.
 - It is relevant not merely for individuals, but also for making an egalitarian society and even peaceful world through promoting ideal international relations.
- **Kirat Karo (Honest living):** The term means to earn an honest, pure, and dedicated living by exercising one's God-given skills, abilities, talents, and hard labour for the benefit and improvement of the individual, their family and society at large.
 - **Relevance:** It is very important to create a just society. These teachings are important in promoting integrity and morality in government service with the absence of corruption and dishonesty.
- **Naam Japo (Recite God's name):** It means one should recite and repeat God's name by doing Kirtan (singing hymns), chanting, or Simran (meditating with mantra).
 - **Relevance:** It focuses on leading a spiritual life with temperance, which would provide a solace in case of stress and anxiety.
- **Sarbat daa bhalaa (Goodwill for all):** It means to ask God for everyone's happiness. He emphasised the concept of universal brotherhood. With this prayer, one requests the Lord for the welfare of the whole of humanity and not just of our own community or family alone.
 - **Relevance:** The core of this teaching is to be kind and tolerant to others. Its emphasis on thinking

about the goodwill of others rhymes with the Vasudhaiva Kutumbakam of Hinduism.

- **No Discrimination:** He opposed all artificially created divisions and all discrimination, both in word and deed.
 - **Relevance:** The uniqueness of his deep philosophical insights emphasises 'secularism'. He was among the first who said, there is no Hindu and Muslim and all are the creation of the Almighty. He was also against gender discrimination.
 - Thus, his teachings are very effective to create an egalitarian and just society.
- **Salvation through internal purification:** According to him, salvation occurs from the heart, spirit, and soul and not from the pilgrimage and the Guru is the true source of knowledge and salvation, who shows the path of truth and enlightenment.
 - **Relevance:** In this way, he supported spiritualism in place of ritual practices which is relevant today in the backdrop of commercialisation of religions and religious intolerance.

In present time, Guru Nanak's teachings are important for living a virtuous life. In today's intolerant world, his philosophy, based on equality and fraternity, are more relevant than ever.

Q.6) (b) Explain the term social capital. How does it enhance good governance? (Answer in 150 words) (10 Marks, 150 words)

Answer: Social capital refers to the social networks, norms of trust, reciprocity and civic participation that facilitate cooperation within a society. It enhances good governance by promoting connectivity, social trust and citizen participation.

Defining Social Capital

- As defined by **Robert Putnam**, social capital refers to "*features of social organisations such as networks, norms, and social trust that facilitate action and cooperation for mutual benefit*".
- It arises from everyday interactions between people through social networks and norms of reciprocity and trust. Higher social capital indicates greater connectedness.

Social Capital enhances Good Governance in the following way:

- Builds trust and cooperation:
 - Social capital promotes trust between citizens and government institutions, which enhances cooperation, compliance and policy implementation.
 - With high social capital, citizens are more likely to pay taxes, follow rules, and participate in governance. This reduces the costs of monitoring and enforcement for the state.
- Improves information flows:
 - The networks fostered by social capital facilitate flows of important market and social information that improves socio-economic outcomes.
 - For instance, professional and business associations can effectively communicate issues to policy-makers.
- Increases Citizen Participation:
 - A civically engaged society with high levels of voluntarism and philanthropy leads to better articulation of public needs and demands.
 - More inclusive participation of citizens in public affairs also promotes responsive and accountable governance.
- Strengthens checks and balances:
 - Cross-cutting networks spanning different social cleavages promote pluralism and balance of power. This enables healthier democratic deliberation and constraints on state power.
 - The capacity of civil society groups and media to hold governments accountable is also strengthened.
- Promotes inclusive growth:
 - Bridging social capital that transcends group boundaries is crucial for equitable development. It enables broader access to essential services, opportunities and support networks.
 - For marginalised groups, it expands aspirations, capabilities and rights awareness.

Social capital is critical for overcoming barriers to collective action and enabling participatory development. The state should actively nurture it by promoting civic engagement, anti-discrimination laws, volunteer programs and transparency. However, bottom-up efforts by civil society are equally important

Section - B

Q.7) You are working as an executive in a nationalised bank for several years.

One day one of your close colleagues tells you that her father is suffering from heart disease and needs surgery immediately to survive. She also tells you that she has no insurance and the operation will cost about Rs. 10 lakh. You are also aware of the fact that her husband is no more and that she is from a lower middle class family. You are empathetic about her situation. However, apart from expressing your sympathy, you do not have the resources to fund her.

A few weeks later, you ask her about the well-being of her father and she informs you about his successful surgery and that he is recovering. She then confides in you that the bank manager was kind enough to facilitate the release of Rs. 10 lakh from a dormant account of someone to pay for the operation with a promise that it should be confidential and be repaid at the earliest. She has already started paying it back and will continue to do so until it is all returned.

(a) What are the ethical issues involved?

(b) Evaluate the behaviour of the bank manager from an ethical point of view.

(c) How would you react to the situation?

(20 Marks,250 words)

Answer: Here an executive grapples with the delicate balance between transparency, which relies on the free flow of information, and accountability, ensuring decision-makers fulfill their duties. This case study delves into the age-old tension of meeting both professional obligations and ethical considerations, demanding consistent standards across all stakeholders

Stakeholders Involved:

- Executive of national bank
- Bank
- Colleague
- Bank Manager
- Father of colleague

(a) Ethical issues involved:

- **Transparency:** In this situation the bank manager as well as colleagues are not transparent about their actions.
- **Accountability:** The bank manager does not seem to be accountable to higher authorities as well as to rules and regulations of the bank. The bank manager has flouted obligations of his/her position.
- **Integrity and Probity:** Bank manager and colleague are not showing integrity as well as probity towards the bank. It is directed towards keeping self interest over organisation's interest.
- **Empathy:** The executive and bank manager has shown empathy towards colleague.
- **Compassion:** Showing compassion, bank manager has shown compassion of giving large sum of money through unauthorised means.
- **Objectivity:** Making decisions with objectivity means relying on data and statistics rather than one's own bias or opinion. Here the bank manager's action can be seen as right or wrong regardless of the consequences.

(b) Behaviour of the bank manager from an ethical point of view.

- **Benevolence:** The act by the manager can be seen as an act of benevolence.
- **Unjust act:** The behaviour of manager has done injustice to the dormant account holder against his/her will, or without getting informed.
- **Misuse of authority:** In this situation there has been misuse of authority by the bank manager.
- **Ends justifying means:** The father of a colleague has done surgery, which shows that though the means are wrong, its end has justified it.

- **Against the rule:** The behaviour of the bank manager is against the rules and regulations of the organisation.

(c) My reaction to the situation

- **Advocacy for Transparency and Accountability:**
 - As an executive, I would emphasize the importance of strict transparency and accountability measures in the bank's board meetings.
 - The bank's reputation hinges on maintaining the trust of its customers and stakeholders, and any deviation from established protocols can erode that trust.
- **Discourage Secrecy:**
 - I would propose a clear policy that disallows the secretive authorization of funds to employees, irrespective of their position in the hierarchy.
 - This ensures a fair and consistent approach to financial matters within the institution.
- **Employee Health Insurance:**
 - Recognizing the unpredictability of health crises, I would push for the introduction of health insurance accounts sponsored by the bank for all employees and their immediate families.
 - This not only acts as a safeguard for the employees but also reduces the chances of financial improprieties due to personal emergencies.
- **Compassionate Accountability:**
 - While the actions of the colleague and the manager were driven by desperation, it's crucial to hold them accountable.
 - However, keeping in mind their intent and the unique circumstances, I would refrain from pressing legal charges, opting instead for internal measures to ensure repayment and prevent recurrences.
- **Medical Emergency Fund:**
 - As a long-term solution to prevent such incidents, I would advocate for the establishment of a medical emergency fund for all employees.
 - Such a fund could be accessed in dire circumstances, ensuring that employees don't resort to potentially unethical means to address personal crises.

The objective of the bank manager to help the colleague has been done in a good way, however, against transparency and accountability. However, it would have been better if such action were followed according to the rules and regulations of the organisation.

Q.8) A landslide occurred in the middle of the night on 20th July, 2023 in a remote mountain hamlet, approximately 60 kilometres from Uttarkashi. The landslide was caused by torrential rains and has resulted in large-scale destruction of property and life. You, as District Magistrate of that area, have rushed to the spot with a team of doctors, NGOs, media and police along with numerous support staff to oversee the rescue operations.

A man came running to you with a request for urgent medical help for his pregnant wife who is in labour and is losing blood. You directed your medical team to examine his wife. They return and convey to you that this Woman needs blood transfusion immediately. Upon enquiry, you come to know that a few blood collection bags and blood group test kits are available in the ambulance accompanying your team. Few people of your team have already volunteered to donate blood.

Being a physician who has graduated from AIIMS, you know that blood for transfusion needs to be procured only through a recognized blood bank. Your team members are divided on this issue; some favour transfusion, while some others oppose it. The doctors in the team are ready to facilitate the delivery provided they are not penalized for transfusion. Now you are in a dilemma. Your professional training emphasizes on prioritising service to humanity and saving lives of individuals.

(a) What are the ethical issues involved in this case?

(b) Evaluate the options available to you, being District Magistrate of the area.

(20 Marks, 250 words)

Answer: In a remote landslide-hit region, a District Magistrate, also a trained physician, grapples with an ethical dilemma; **uphold procedural integrity or prioritize the moral obligation** to save a life in crisis.

This case accentuates the frequent tensions faced in emergent decision-making.

(a) Ethical issues involved in the case study:

- **Patient's welfare vs. medical protocol:** Conflict between the immediate need to save the life of the pregnant woman and the established medical protocol that requires blood for transfusion to be procured only through a recognized blood bank.
- **Beneficence vs. non-maleficence:** Transfusing blood could potentially save the woman's life, but using blood that hasn't been properly screened could actually be harmful to her.
- **Justice vs. decision-making crisis time:** The medical team has a duty to treat all patients fairly, regardless of their circumstances. On the other hand, the critical condition of the woman requires quick decision-making ability in a limited time.
- **Professional Responsibility - Physician vs. District Magistrate:** As a physician, professional responsibility is to ensure the best possible care for the patient. However, being a District Magistrate, one has broader responsibilities to uphold the law and maintain order, treating everyone equally.
- **Human life vs. legal procedures:** Human life is important but at the same time being the District Magistrate, one is expected to follow the legal procedure.

(b) Options available as District Magistrate of the area:

Allow the Blood Transfusion to Proceed:

Merits:

- **Life Preservation:** The immediate transfusion may save the patient's life in this critical situation.
- **Humanity and Compassion:** By taking action, you prioritize and uphold the inherent values of humanity and compassion during emergencies.
- **Immediate Action:** Prompt response can instill faith and appreciation among the locals for the administration's quick decision-making during crises.

Demerits:

- **Legal and Ethical Concern:** Allowing the transfusion breaches established law and regulations.
- **Professional Compromise:** It may be perceived as a compromise with medical professional ethics, especially given your background as a physician.
- **Potential Health Risks:** Without proper testing and controls in place, there's a risk of transmitting infections or complications arising from unmatched blood types.

Follow Protocol and Do Not Allow Transfusion:

Merits:

- **Professional Integrity:** Adhering to established protocols underscores the importance of procedural integrity.
- **Avoidance of Non-maleficence:** By not proceeding with an unauthorized transfusion, you avoid potential harm that might arise from an unregulated procedure.
- **Legal Safety:** By adhering to the book, there's no room for potential legal repercussions for breaking established guidelines.

Demerits:

- **Life at Risk:** There's a high chance that the patient's life could be in danger if immediate medical attention is not provided.
- **Empathy Compromised:** By adhering strictly to protocol, the human element of empathy and immediate care could be perceived as compromised.
- **Public Perception:** The local population might perceive the administration as bureaucratic and uncaring during critical emergencies.

Transfer to a Recognized Blood Bank:

Merits:

- **Adherence to Protocol:** Transferring to a recognized facility ensures all actions are taken within established guidelines and safeguards patient safety.

- **Structured Medical Care:** Recognized blood banks have the proper infrastructure and expertise to ensure the transfusion process is safe and adequately monitored.
- **Legal Protection:** By following established procedures, you're shielding both yourself and the medical team from potential legal repercussions.
- **Public Trust:** Adhering to standards can help in maintaining and bolstering the public's trust in the administration and healthcare systems.

Demerits:

- **Logistical Challenges:** The remote location and urgent nature of the situation make a transfer time-consuming, potentially worsening the patient's condition.
- **Potential Delays:** Given the emergency, there may be unforeseen delays in reaching a recognized facility, which could jeopardize the patient's life.
- **Resource Strain:** Diverting resources for the transfer might affect other rescue and medical operations in the landslide-hit area.
- **Increased Stress:** The transfer could add emotional and psychological stress to the patient's family, already in a distressed situation due to the landslide and the health of their loved one.

Ultimately, the decision of whether or not to allow the blood transfusion to proceed is a difficult one. The District Magistrate must weigh the risks and benefits of each option and make the decision that he believes is in the best interests of the patient.

If the District Magistrate decides to allow the blood transfusion to proceed, he should ensure that the following steps are taken:

- Informed Consent:
 - Inform the woman about the potential risks and benefits of the blood transfusion.
 - Ensure she provides her explicit consent for the procedure.
 - Communicate the situation and obtain consent from her family as well.
- Blood Testing:
 - Utilize available blood group test kits to check the blood for infectious diseases and ensure its compatibility.
- Initiate Transfusion and Arrange Additional Resources:
 - Start the blood transfusion process using the available resources.
 - Concurrently, coordinate with nearby blood banks to arrange for additional blood, if necessary.
- Monitoring:
 - Closely monitor the woman throughout the transfusion for any signs of an adverse reaction, ensuring immediate medical intervention if required.
- Documentation:
 - The District Magistrate should comprehensively document:
 - » His decision-making process.
 - » The measures taken to guarantee the safety of the transfusion.
 - This documentation will serve as a vital record and offer protection from potential legal liabilities in case of any unforeseen complications.

Ultimately, as a District Magistrate, you should prioritise the patient's life and well-being while also considering the legal and ethical implications of the decision.

Q.9) At 9 pm on Saturday evening, Rashika, a Joint Secretary, was still engrossed in her work in her office. Her husband, Vikram, is an executive in an MNC and frequently out of town in connection with his work. Their two children aged 5 and 3 are looked after by their domestic helper. At 9:30 pm her superior, Mr. Suresh calls her and asks her to prepare a detailed note on an important matter to be discussed in a meeting in the Ministry. She realises that she will have to work on Sunday to finish the additional task given by her Superior.

She reflects on how she had looked forward to this posting and had worked long hours for months to achieve it. She had kept the welfare of people uppermost in discharging her duties. She feels that she has not done enough justice to her family and she has not fulfilled her duties in discharging essential social obligations. Even as recently as last month she had to leave her sick child in the

nanny's care as she had to work in the office. Now, she feels that she must draw a line, beyond which her personal life should take precedence over her professional responsibilities. She thinks that there should be reasonable limits to the work ethics such as punctuality, hard work, dedication to duty and selfless service.

- (a) Discuss the ethical issues involved in the case.
- (b) Briefly describe at least four laws that have been enacted by the government with respect to providing a healthy, safe and equitable working environment for women.
- (c) Imagine you are in a similar situation. What suggestions would you make to mitigate such working conditions? (20 Marks, 250 words)

Answer: Rashika, a dedicated Joint Secretary, grapples with the ethical tension between professional commitment and personal responsibilities. This case study underscores the recurring challenge many professionals face in balancing work demands with familial and personal duties.

(a) Major ethical issues involved in this case:

- **Work-Life Equilibrium:** Balancing professional obligations with personal commitments and well-being.
- **Work Culture & Gender Sensitivity:** Promoting a culture that respects personal boundaries and values inclusivity for all employees.
- **Shared Familial Responsibilities:** Encouraging all family members to equally participate in household and familial duties, ensuring collective well-being.
- **Rational Work Protocols:** Ensuring humane working conditions that consider both hours and the nature of tasks, avoiding unnecessary last-minute demands.
- **Personal Health and Well-being:** Prioritizing policies that allow for personal health needs without professional backlash.
- **Employee Autonomy and Voice:** Empowering employees to communicate boundaries and concerns, fostering open two-way communication.

(b) Laws that have been enacted by the government to ensure professional welfare of women:

- Maternity Benefit (Amendment) Act, 2017
 - **Objective:** Ensure paid maternity leave and crèche facilities by establishments.
 - **Provisions:**
 - » Increased paid maternity leave from 12 to 26 weeks.
 - » Option for work-from-home based on mutual agreement.
 - » Mandatory crèche facility for establishments with 50+ employees.
 - » Women allowed in night shifts with proper safety measures.
- The Sexual Harassment of Women at Workplace (POSH Act) 2013
 - **Objective:** Shift accountability to institutions, prioritize prevention, and provide a redress mechanism.
 - **Provisions:**
 - » Establish an Internal Complaints Committee (ICC) for employers with 10+ employees.
 - » Adhere to "principles of natural justice" during inquiries.
 - » Complaints can be filed within three to six months of the incident.
 - » Issue resolution can be through conciliation or committee-initiated inquiry.
- Code on Wages, 2019:
 - **Objective:** This code subsumes The Equal Remuneration Act, 1976 to ensure no gender-based wage discrimination.
 - **Provisions:**
 - » No wage discrimination based on gender for the same or similar nature of work.
 - » No gender discrimination during recruitment for the same or similar nature of work, unless restricted by existing laws.
- Factories Act, 1948:
 - **Objective:** Provide for the occupational safety, health & welfare of workers, including women, in factories.

- **Provisions:**
 - » Ensures the welfare of workers in factories registered under the Act, especially emphasizing the safety and well-being of women workers.

(c) Suggestion to mitigate such working conditions:

- **Mental Preparedness:**
 - Civil servants are bound to face challenging situations demanding unwavering dedication to public service.
 - It's crucial to remain mentally poised and prepared. A calm and composed demeanor aids in making effective, grounded decisions in pressing situations.
- **Revitalizing Motivation:**
 - Inevitably, one will encounter dilemmas that test their dedication and commitment.
 - Periodic introspection and rejuvenation of our core motivation for public service can serve as a beacon during such testing times.
- **Lean on Family Support:**
 - The family plays a pivotal role, especially during times of distress.
 - Embracing the emotional and moral support from family members can be instrumental in fulfilling our commitments to public service while ensuring personal well-being.
- **Shared Parental Responsibilities:**
 - The act of child-rearing is joyous but demanding. It shouldn't fall upon one parent alone.
 - Sharing responsibilities with a partner, as in Rashika's case with Vikram, isn't just about equality but about collectively ensuring a balanced family life and mutual participation in the delights of parenting.
- **Recommendations for Employers:**
 - **Rationalized Work Hours:** Set reasonable working hours to ensure employees don't burn out and have time to rejuvenate.
 - **Time for Leisure:** Encourage employees to take breaks and allocate leisure time to maintain mental health and productivity.
 - **Female Employee Support:** Recognizing the unique challenges faced by female employees and offering support, such as providing crèche facilities, can make a vast difference in their work-life balance.

Q.10) Vinod is an honest and sincere IAS officer. Recently, he has taken over as Managing Director of the State Road Transport Corporation, his sixth transfer in the past three years. His peers acknowledge his vast knowledge, affability and uprightness.

The Chairman of the State Road Transport Corporation is a powerful politician and is very close to the Chief Minister. Vinod comes to know about many alleged irregularities of the Corporation and the high-handedness of the Chairman in financial matters. A Board Member of the Corporation belonging to the Opposition Party meets Vinod and hands over a few documents along with a video recording in which the Chairman appears to be demanding bribe for placing a huge order for the supply of QMR tyres. Vinod recollects the Chairman expediting clearing of pending bills of QMR tyres.

Vinod confronts the Board Member as to why he is shying away from exposing the Chairman with the so-called solid proof he has with him. The member informs him that the Chairman refuses to yield to his threats. He adds that Vinod may earn recognition and public support if he himself exposes the Chairman. Further, he tells Vinod that once his party comes to power, Vinod's professional growth would be assured. Vinod is aware that he may be penalised if he exposes the Chairman and may further be transferred to a distant place. He knows that the Opposition Party stands a better chance of coming to power in the forthcoming elections.

However, he also realises that the Board Member is trying to use him for his own political gains.

(a) As a conscientious civil servant, evaluate the options available to Vinod.

(b) In the light of the above case, comment upon the ethical issues that may arise due to the politicisation of bureaucracy. (20 Marks, 250 words)

Answer: The case presents an ethical dilemma for Vinod, an honest IAS officer, regarding exposing potential misconduct and corruption by the politically influential Chairman of the State Road Transport Corporation where Vinod is posted. It highlights issues of abuse of power, probity, whistleblowing, prudent conduct and politicisation of bureaucracy.

(a) Options before Vinod:

- Publicly expose the chairman:
 - This upholds Vinod's duty to act against abuse of office and serve the public interest. As Mahatma Gandhi said, "A 'No' uttered from deepest conviction is better and greater than a 'Yes' merely uttered to please."
 - However, Vinod lacks undeniable proof beyond allegations by an opposition party member. His charges may get dismissed as political vendetta, allowing the Chairman to retaliate against Vinod with impunity.
- Privately confront the chairman:
 - Vinod can privately try to appeal to the Chairman's conscience against wrongdoing and give him an opportunity to mend ways before escalating.
 - But the Chairman seems unmoved by past threats indicating a low probability of voluntary reform. The misconduct may continue unchecked.
- Report internally as per rules:
 - Vinod can report the matter confidentially to higher authorities and investigating agencies per service rules. This allows due process to scrutinise the charges.
 - However, the Chairman may use his political connections to influence even senior officials to bury the case. Vinod may face punitive transfer without long-term resolution.
- Remain silent:
 - This allows Vinod to avoid retaliation in the short term and prevent harassment of his family.
 - But it fails his wider duty to the public and the Constitution. Remaining a silent bystander to wrongdoing makes him complicit. This is ethically indefensible.
- Seek Guidance or Report to Higher Authorities:
 - A cautious approach that maintains Vinod's ethical stance. This might bring the irregularities to the notice of those in power without immediately antagonizing the Chairman.
 - But the hierarchical system might be influenced or biased given the Chairman's connections. Also reporting might not lead to any concrete actions, especially if the higher-ups are unwilling to confront the Chairman.
- Resign from the Position:
 - A strong personal stand against corruption, reflecting Vinod's uncompromising ethics.
 - But he would lose his platform and ability to influence change from within the Corporation. It can be perceived as escapism, allowing corrupt practices to continue without resistance.

The recommended course of action:

- **Document Everything:** Maintain a detailed record of evidence and related interactions.
- **Internal Reporting:** Begin by reporting the matter through official channels to higher authorities.
- **Seek Legal Counsel:** Consult a legal expert for guidance on potential ramifications.
- **Diplomatic Engagement:** Engage privately with the Chairman to gauge the possibility of reforms.
- **Prepare for Repercussions:** Be ready for potential retaliations, considering the Chairman's political influence.
- **Act in Public Interest:** Only expose the matter publicly if internal measures fail and it's in the larger public good.
- **Avoid Political Manipulations:** Steer clear of becoming a pawn in political rivalries.

This balances moral courage with prudence, giving the system a chance to remedy the situation first before external escalation.

(b) Ethical Issues of politicisation:

- Arbitrary Postings and Transfers:
 - Used to reward subservient bureaucrats.

- Penalizes honest officers, hindering impartial enforcement.
- Circumvention for Private Gain:
 - Bureaucratic procedures are bypassed by vested interests for their own benefit.
- Erosion of Bureaucratic Autonomy:
 - Reduced integrity in the service of political interests.
 - Shift from upholding the Constitution and public interest to serving political masters.
- Sidelining of Talent:
 - Merit is overlooked due to a lack of political backing, diminishing the efficiency of the bureaucracy.
- Distortions in Governance:
 - Non-neutral approaches lead to skewed resource allocation, policy implementation, and regulation.

Addressing Politicisation:

- **Adherence to Civil Service Rules:** Ensure strict compliance with rules related to postings, promotions, and appraisals to minimize arbitrary decisions.
- **Whistleblower Protection:** Implement robust legal protections for whistleblowers and enforce punitive measures against retaliatory actions.
- **Merit-based Appointments:** Emphasize transparent, merit-based bureaucratic appointments and career progression to ensure fairness.
- **Simplification of Regulations:** Streamline administrative procedures to reduce rent-seeking opportunities and bureaucratic inefficiencies.
- **Electoral Reforms:** Enhance the accountability of politicians to the public through comprehensive electoral reforms.

Vinod should act with courage tempered by wisdom to uphold probity while avoiding futility. The case highlights the deep despair of politicisation that requires systemic reforms to safeguard bureaucratic autonomy and integrity essential for just and efficient governance.

Q.11) 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 tense, 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)

Answer: The case presents an ethical dilemma regarding workplace harassment and a hostile work environment faced by Seema, a competent new employee, from the retiring Chief Architect who feels threatened by

her talent. As the senior authority, I must uphold ethics, ensure project delivery and protect my subordinate's interests.

Mahatma Gandhi said, *"The true measure of any society can be found in how it treats its most vulnerable members."* This applies to organisational culture as well.

(a) The key ethical issues are:

- **Workplace harassment** and the **hostile work environment** created by the Chief Architect towards Seema. His behaviour of constantly humiliating, insulting and disrespecting her is unethical and also against the law.
- **Abuse of power and authority by the Chief Architect:** Despite being in a senior position, he is insecure about a junior employee's talent and is misusing his authority to harass her. This is unethical.
- **Compromising work output** and **organisational interests.** The Chief Architect's behaviour may lead to Seema quitting her job, which will impact the project delivery. His personal insecurities should not come in the way of organisational interests and goals. This shows a lack of integrity.
- **Mental health impact** and **violation of the dignity** of the victim. The constant harassment has resulted in the loss of Seema's confidence and caused mental stress. This shows a lack of empathy and concern for human dignity by the Chief Architect.

(b) To complete the project and retain Seema:

I can take the following steps:

- **Senior Architect Counseling:** Engage the senior architect, emphasizing the value of his experience while advising a change in his unprofessional behavior towards Seema. Highlight that her ideas align with the common goal of project completion.
- **HR Workshops:** Collaborate with HR to organize anti-harassment and gender sensitivity sessions for the entire workforce, focusing on fostering a respectful workplace environment.
- **Clear Role Demarcation:** Allocate distinct roles and responsibilities to both the senior and junior architects, ensuring a streamlined collaboration. Transparently track their progress to mitigate potential conflicts.
- **Public Appreciation:** Acknowledge Seema's skills, qualifications, and dedication in public forums to bolster her confidence and workplace morale.
- **Harassment Policies:** Guarantee discreet yet rigorous actions against any form of workplace harassment in line with company policy. Consider project reassignments if interpersonal issues persist.
- **Empower Seema:** Motivate Seema to stand her ground professionally and maintain records of any unsavory interactions or incidents.
- **Highlight Seema's Value:** Emphasize Seema's essential role in the project and her prospective career growth to discourage thoughts of resignation.

(c) The recommended course of action:

- **Counsel and caution the chief architect:** Professionally convey the unacceptability of abusive conduct and the need for ethical leadership. Caution disciplinary action if behaviour continues.
- **Assure Seema of full support:** Counsel her to regain confidence, and provide professional mentoring and assurance of support. Assign some independent tasks to recognize her talent.
- **Sensitise the workplace:** Conduct ethics training to focus on the prevention of harassment and equal opportunity. Encourage bystanders to report any misconduct.
- **Strengthen redressal mechanisms:** Strengthen the Internal Complaints Committee and policies for prompt action in such cases. Ensure protection against victimisation.

Preventive measures:

- Ethics and gender sensitization training, especially for senior management
- Effective Internal Complaints Committee with representation
- Discourage casual sexism through positive messaging and role models
- Zero-tolerance statements against harassment from leadership

- Measures to promote diversity and inclusion in the workplace

As the head of the organisation, I have a duty to provide a safe, ethical and inclusive workplace for all employees as well as to increase/maintain the productivity of the organisation. I will demonstrate strong moral leadership in handling this case and ensure that such instances of harassment are prevented through a mix of sensitization, training, counselling, communication and strict policy enforcement. The highest standards of ethics and empathy should be promoted across the organisation.

Q.12) You hold a responsible position in a ministry in the government One day in the morning you received a call from the school of your 11-year-old son that you are required to come and meet the Principal. You proceed to the school and find your son in the Principal's office. The Principal informs you that your son had been found wandering aimlessly in the grounds during the time classes were in progress. The class teacher further informs you that your son has lately become a loner and did not respond to questions in the class, he had also been unable to perform well in the football trials held recently. You bring your son back from the school and in the evening, you along with your wife try to find out the reasons for your son's changed behaviour. After repeated cajoling, your son shares that some children had been making fun of him in the class as well as in the WhatsApp group of the students by calling him stunted, duh and a frog. He tells you the names of a few children who are the main culprits but pleads with you to let the matter rest. After a few days, during a sporting event, where you and your wife have gone to watch your son play, one of your colleague's sons shows you a video in which students have caricatured your son. Further, he also points out to the perpetrators who were sitting in the stands. You purposefully walk past them with your son and go home. Next day, you find on social media, a video denigrating you, your son and even your wife, stating that you engaged in physical bullying of children on the sports field. The video became viral on social media. Your friends and colleagues began calling you to find out the details. One of your juniors advised you to make a counter video giving the background and explaining that nothing had happened on the field. You, in turn posted a video which you have captured during the sporting event, identifying the likely perpetrators who were responsible for your son's predicament. You have also narrated what has actually happened in the field and made attempts to bring out the adverse effects of the misuse of social media.

(a) Based on the above case study, discuss the ethical issues involved in the use of social media.

(b) Discuss the pros and cons of using social media by you to put across the facts to counter the fake propaganda against your family. (20 Marks, 250 words)

Answer: The Government official is faced with an ethical dilemma involving his 11-year-old child who has become a victim of bullying and online harassment. Balancing personal responsibilities with professional conduct and ethical standards becomes imperative. The situation brings a number of critical ethical concerns that require a judicious approach.

(a) Ethical Issues Involved in the Use of Social Media

- **Cyberbullying and Harassment:** The initial act of mocking and ridiculing the official's child through social media platforms constitutes a clear instance of cyberbullying, a grave **ethical concern** that can lead to severe emotional distress and harm.
- **Privacy Violation:** Sharing personal information, images, and videos without consent is a **breach of privacy**, highlighting the importance of respecting an individual's right to confidentiality, even in the digital realm.
- **Spread of False Information:** The dissemination of a video humiliating the official and their family reflects a deliberate attempt to spread false information, eroding trust and integrity, and posing a significant **ethical challenge**.
- **Misuse of Social Media:** The perpetrators' use of social media as a tool for revenge and harassment aggravates the situation, emphasising the need for responsible online conduct and restraint.
- **Responsibility of Parents and Guardians:** The moral responsibility of parents and guardians to protect and support their children comes to the forefront. In this case, it is imperative for the parents to address their child's bullying issue and ensure their well-being, underlining the **ethical duty** towards the family.

- **Professional Conduct of a Government Official:** As a government official, maintaining **decorum** and **professionalism** is paramount. Engaging in any form of confrontation or physical altercation, even in defence of one's child, raises pertinent questions about **professional conduct** and **ethical boundaries**.

(b) Pros and Cons of Using Social Media to Counter Fake Propaganda

Pros:

Direct Communication with a Wider Audience	Social media offers a direct channel of communication with a wide audience. The official can present their side of the story without the need for intermediaries, promoting transparency and accountability.
Support and Solidarity for the Family	Posting the video can garner support from friends, colleagues, and the online community, providing emotional and moral support. This demonstrates the ethical value of solidarity and empathy .
Evidence Documentation	Posting a video of the event provides concrete evidence, countering false claims effectively. This upholds the principles of truthfulness and integrity , crucial in ethical decision-making.
Awareness and Education	Social media can be a powerful tool to educate the public about the detrimental effects of cyberbullying and the importance of responsible online behaviour. This aligns with the ethical imperative of promoting the well-being of society .

Cons:

Escalation of Conflict	Engaging in a public online dispute may worsen the conflict, potentially causing further harm. This stresses the ethical need for prudence and careful consideration of potential consequences.
Perpetuating the Issue	Responding to fake propaganda may inadvertently give it more attention and validity, perpetuating the issue. This underscores the ethical challenge of unintended consequences .
Negative Backlash	Taking a stand on social media can invite negative comments, criticism, or even threats, potentially causing emotional distress for the family. This emphasises the ethical duty to consider the well-being and safety of all involved parties.
Impact on Professional Image	As a government official, engaging in a public dispute may affect the official's professional image and credibility . This highlights the ethical responsibility to uphold the public's trust and confidence in their role.

Recommended Course of Action

- **Open Communication with School:** Meet with school authorities to collaborate on a safety plan for the official's son.
- **Counselling for the Son:** Seek professional support for the child's emotional well-being.
- **Report to Law Enforcement:** Consider involving law enforcement if the bullying escalates to a criminal level.
- **Empower the Child:** Encourage the child to speak up about bullying incidents and teach assertiveness techniques.
- **Educate on Safe Social Media Use:** Provide guidance on responsible social media usage and reporting cyberbullying.
- **Promote Inclusivity and Acceptance:** Work with the school to foster an inclusive and tolerant environment.

The Government official must carefully think about the pros and cons of each option and prioritise their family's well-being. This decision-making process echoes **Mahatma Gandhi's** wise words: "Strength doesn't come from the body. It comes from the will." This means that real strength comes from our inner resolve, highlighting the importance of making ethical decisions, especially in difficult situations.

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