

# NEXT IAS

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## ADVANCED INTEGRATED MENTORSHIP

### ETHICS ASSESSMENT TEST-21

(To be filled by candidate)

Test Code : TC322

Name of Candidate : Abhishek Singh

NEXT IAS Roll No. : AIM24GCL1035 Date of Examination : 12-11-2023

Exam Centre : Old Rajinder Nagar

Bhopal

Online

### GENERAL INSTRUCTIONS

This Question-cum Answer (QCA) Booklet contains 64 pages. Immediately on receipt of the booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.

Candidates must read the instructions on this page and the following pages carefully before attempting the paper.

Candidates should attempt the questions strictly in accordance with the instructions specified in the question paper and in the space prescribed under each question in the booklet. Any answer written outside the space allotted may not be given credit.

Question paper will be provided separately and can be taken by the candidates after conclusion of the exam.

SUBJECT/PAPER  
GENERAL STUDIES g

Invigilator's Sign. : .....

(For filling by Examiners only)

Evaluator Code :

Q.No	Pg No.	Maximum Marks	Marks	Total
1 (a)	1			
1 (b)	3			
2 (a)	5			
2 (b)	7			
3 (a)	9			
3 (b)	11			
4 (a)	13			
4 (b)	15			
5 (a)	17			
5 (b)	19			
6 (a)	21			
6 (b)	23			
6 (c)	25			
7	27			
8	32			
9	37			
10	42			
11	47			
12	52			

Grand Total

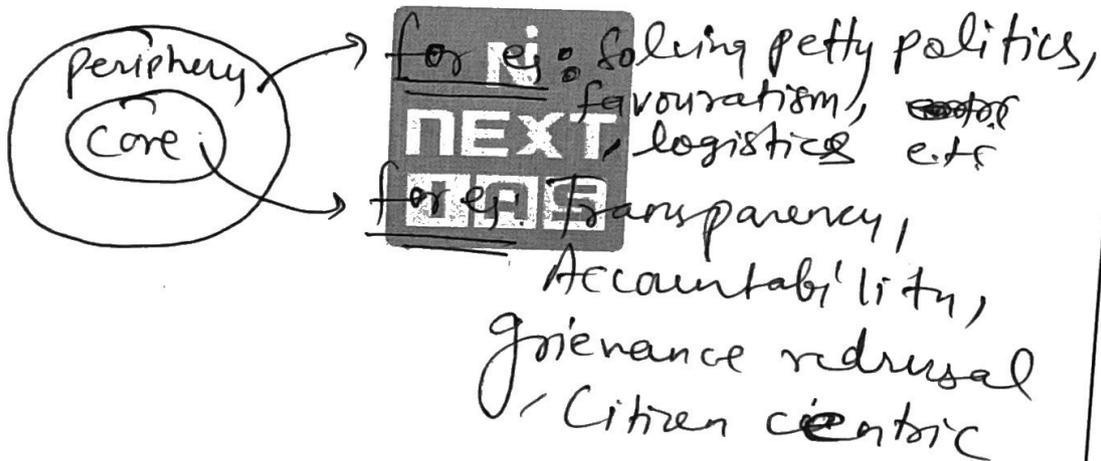
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MACRO COMMENTS

## [SECTION-A]

1. (a) Wisdom lies in knowing what to reckon with and what to overlook. An officer being engrossed with the periphery ignoring the core issues before him, is no rare in the bureaucracy. Do you agree that such preoccupation of an administrator leads to the travesty of justice to the cause of effective service delivery and good governance? Critically evaluate. (Answer in 150 words) 10 Marks

Effective Service delivery is the function of performance of a civil servant & expectation of citizens. This leads to good governance if core issues are addressed more.



Wisdom lies in understanding what is core issue and what is periphery.

Travesty of justice happens when sufficient time is not given to core issues like effective grievance redressal.

Core issues foster good governance.

Effective service delivery is driven by incorporation of foundational values of civil services (II<sup>nd</sup> ARC) like honesty, Integrity, Compassion, etc.

However both Core & peripheral issues are connected & peripheral issues can't be overlooked completely.  
for eg: poor logistics may affect field visit for meeting beneficiaries.

So a middle path (Aristotle's Golden mean) needs to be followed with more tilt towards core functions. Steps like citizen charter, code of Conduct & code of ethics help in sticking to core functions.

1. (b) Apart from intellectual competency and moral qualities, empathy and compassion are some of the other vital attributes that facilitate the civil servants to be more competent in tackling the crucial issues or taking critical decisions. Explain with suitable illustrations. (Answer in 150 words) 10 Marks

Empathy & Compassion are suggested  
by II<sup>nd</sup> ARC as foundational values  
for Civil Service

Intellectual competency + moral qualities + Empathy & Compassion  
Skill ⊕ Character  
(Holistic Competence)

Holistic Competence helps in taking  
critical decision & tackling issues ◦

① Democratic decision making

with Compassion, one listens  
to all Stakeholders in finding  
democratic ground  
e.g.: Policy making (UCC)

② Going Extra mile: Not  
Just following rules but

going further to help the needy  
for e.g.: Arranging documents for  
elderly couple if they lack it.

③ Disaster management needs a  
 lot of emotional intelligence  
 which requires both skill &  
 character.

④ Handling external pressure  
 — not succumbing to political pressure.

⑤ Dedication only motivated by  
 public welfare

for e.g.: Amistong pame Constructed  
100 kms road with crowd funding

⑥ Motivating subordinates: Compassion  
 gives us leadership quality  
for e.g.: A.P.J Abdul kalam motivated  
 his driver who became professor

Hence Holistic Competence  
 enables us to move from  
"Rule based" to "Role based"

governance.

2. (a) The Rules and Regulations provided to all the civil servants are same, yet there is difference in the performance. Positive-minded officers are able to interpret the Rules and Regulations in favour of the case and achieve success, whereas negative minded officers are unable to achieve goals by interpreting the same Rules and Regulations against the case. Discuss with illustrations. (Answer in 150 words) 10 Marks

The role of positive attitude in governance is of immense value. It helps one look at bright side & deliver extra efforts.

Negative minded officers

- ↳ Always thinks what is wrong or what could go wrong.
- ↳ Has status quo's attitude
- ↳ follow value neutral weberian model of Bureaucracy.
- ↳ Pessimistic & Conservative mindset

Positive Mindset officers

- ↳ Always thinks what

is right or what positive results can be expected.

↳ futuristic outlook

↳ Compassionate & empathetic

↳ High emotional intelligence

↳ Change oriented & democratic attitude.

↳ Goes extra mile.

Civil servants have huge discretion to interpret laws. Positive minded person creates a win-win situation for all the parties. He knows that "laws are for the people & people are not for the laws".

Positive outlook officer always tries to find middle ground, Consensus oriented & has a vision for the future. He deploys new technology, evaluates Best practices & changes the face of governance.

2. (b) It is believed that adherence to ethics in human actions would ensure in smooth functioning of an organization/system. If so, what does ethics seek to promote in human life? How do ethical values assist in the resolution of conflicts faced by him in his day-to-day functioning? (Answer in 150 words) 10 Marks

Ethics in human actions are the set of standards to decide the wrong & right action in a given situation

In Human life, Ethics promotes :

① Consistency of thought, action

A person with high understanding of ethics will face less difficulty & high consistency in decisions.

② promotes tolerance : Ethics are contextual & a ethical person respects others viewpoint

③ Compassion & empathy towards others. As per ethics of vivekananda "Service to jiva is service to shiva".

④ Happiness : is ultimate objective given by all western ethical philosophy.

⑤ Brings harmony in society : It in a society there is wide consensus on principles, then a harmony will prevail  
 for eg: 'Ethics of Care' (Carol Gilligan)

Role of ethical values in Conflict Resolution

- ① Looking a situation from multiple viewpoint (Anekantwad of Jainism)
  - ② Case to case approach : Some case needs Utilitarian Approach (eg: AFSPA Act) & some need Kantian approach (eg: Gandhi's struggle in Africa).
  - ③ Convincing others backed by solid Philosophy
  - ④ weighing one value against another using ethics  
 for eg: Compassion vs. Objectivity
- Hence ethics act as a North star (guiding light) in life & solving dilemmas.

3. (a) The impact of digital technology as a reliable source of input for rational decision-making is a debatable issue. Critically evaluate with a suitable example.  
(Answer in 150 words) 10 Marks

The digital technology are increasingly being used in decision making in general life & administration. It is not devoid of challenges.

Digital tech : Double edged sword

Positive side

① Big data analysis : using machine language & AI helps in finding the trends

fr e.g. data driven policy making.

② Quick collection of data :

Thousands of users real time data can be used. e.g. mygov.in

③ Sophisticated softwares develop various categories of wisdom

④ Better monitoring of output

ie results can be analyzed for further input.

⑤ Easy to identify defaulters!  
for e.g.: Banks while giving loans  
can check Zombie borrowers.

### Challenges

① Algorithmic bias: biases in human cognition are reflected into machine  
for e.g.: AI identified a black man as a monkey.

② Gender discrimination: AI is trained using already existing data which is gender biased.

③ Regional disparity: Rural-urban divide: Rural area produce less data  $\Rightarrow$  Policy will be pro-urban.

④ Digital Security: Data can be corrupted by hackers.

Hence Digital technologies are beautiful servant but dangerous master, so need to do more Resear & Development.

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3. (b) Besides domain knowledge, a public official needs innovativeness and creativity of a high order as well, while resolving ethical dilemmas. Discuss with a suitable example. (Answer in 150 words) 10 Marks

Ethical dilemmas are the situations where choice has to be made between two right options or two wrong options.

Resolving Ethical dilemmas.

Knowledge of Domain (+) Innovativeness & Creativity  
Skill & theoretical part Emotional Intelligence, aptitude, thinking out of the box.

Domain knowledge is basic need it helps us in finding what all options are available, what are the data, facts, evidences etc, It is also having knowledge of all stakeholders & their positions.

Innovativeness & Creativity is needed to Weigh various options, evaluating various ethical values, thinking of short term & long term consequences.

This needs high Emotional Intelligence, Probity (quality of having Strong knowledge of ethical principles), change oriented attitude etc.

for eg: Solving Compassion Vs. Objectivity Dilemma ⇒ An elderly couple not having required document on applying for government scheme. An officer with Creativity will help them arrange all documents, talk with civil society organization & then help them in getting scheme benefits.

Hence one has to go beyond Weberian value neutral democracy to 'New public management'

4.

(a) "Refugees should not be turned back to the country where they would face persecution or human right violation." Examine the statement with reference to the ethical dimension being violated by the nation claiming to be democratic with an open society.

(Answer in 150 words) 10 Marks

Refugees are different from illegal immigrants for refugees are the result of persecution & human rights violation. Hence they need special treatment.

Above statement is talking about the "Principle of Non-Refoulement" as mentioned in UN Convention of Refugees, 1951.

This principle means no Refugee should be turned back for they also have Natural Rights (John Locke) & Human rights (As per UDHR & two covenants of UN)

Ethical Dimensions violated by Nations

- ① Humanism : Cosmopolitan scholars like Tagore focused on Human Centric world rather than Nation - Centric.
- ② Compassion & empathy towards all human being
- ③ Vashudhaiv kutumbkam i.e. world is one family
- ④ Manipur High Court has said that rights of Refugees come under Article 21.
- ⑤ Deontological - kantian ethics : No person should be treated as means to an end.
- ⑥ Care ethics of Carol Gillian is violated.

Though countries violate ethical dimensions but they also have to take care of 'National Interest' (Kautilya), Resource Crunch etc. Hence a pragmatic & middle path should be taken.

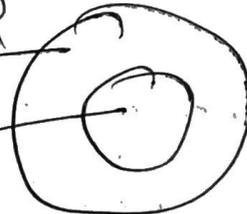
4. (b) Should impartial and non-partisan be considered indispensable qualities to make a successful civil servant? Discuss with illustrations. (Answer in 150 words) 10 Marks

Impartiality means not having discriminating behaviours towards others based on Caste, Creed, religion, language, political ideology etc & treating everyone equally.

Non-partisanship is subset of impartiality. It refers to having political neutrality & no affiliation to any political party or ideology.

for ex:

Non partisan.



T-N Seshan 10th CEC was impartial Public Servant.

Importance of impartiality & Non partisanship  $\frac{10}{8}$

① Diversity in society: It brings balance towards all sectors

- ② Democratic decision making  
with stakeholder approach
- ③ Increases trust of people in  
governance
- ④ Decision based on purely objective  
& fair criteria that is data,  
evidence & merit.
- ⑤ Reduces unholy nexus between  
politician - businessman - bureaucrats  
for e.g.: Allotting tenders only based  
on merit & qualification  
e.g. 2: Not succumbing to external  
pressure
- ⑥ Helps in keeping clear conscience  
e.g.: Ashok Khemka's Integrity  
in exposing corruption.

Hence Impartiality & Non partisanship  
are essential values for successful  
civil servant. They are also the  
foundational value for public  
service as per IPARC.

5. (a) Most civil servants are neither pure deontologists nor pure utilitarians but they operate according to a kind of ethical pluralism. Do you agree? Discuss your position with suitable examples. (Answer in 150 words) 10 Marks

Various ethical approaches like deontology & utilitarianism are used to solve ethical dilemmas.

"No one size fits all approach" directs to decide each case on its merit & hence above approaches & even combination of them (middle path) are used.

Utilitarianism: This approach favours 'Maximum benefit to maximum number'. This is used in policy making.

for eg: UAPA, AFSPA act may harm a section but it is good for overall National Security.

Deontological: In this duty

based approach. means an equally important as ends. No person shall be treated as means to an end.  
for eg: Solving Refugee Crisis by a public servant.

Ethical pluralism: It is the middle path (Buddhist ethics) of the two extremes. It has following values

- ↳ Consensus oriented
- ↳ Neither Idealist nor realist but pragmatic
- ↳ High emotional intelligence
- ↳ Win-win approach
- ↳ Empathetic towards views of political executive.

for eg: In Disaster management Some sections like elderly, women & child need Deontological approach, but Other concerns like rehabilitation & resettlement needs Utilitarian

Hence a flexibility is needed in Bureaucracy..

5. (b) Explain the difference between codes of ethics, codes of conduct and codes of rules and regulations. Do you think an increase in the number of codes and regulations is an efficient response to the decline of public trust and integrity issues? Why/why not?

(Answer in 150 words), 10 Marks

Code of ethics, Code of Conduct & Code of rules & regulations are needed to guide ethical conduct & create a uniform standard of behaviours across the service.

### Differences

Code of Ethics: They are the general & broad guidelines which officers should follow.

for eg: Integrity, Honesty.

Code of conduct: These are the specific guidelines in the form of do's & don'ts to guide officers.

for eg: Not accepting gifts > 25000 Rs (except higher gifts).

Code of Regulations: These are

guidelines for internal functioning of an organization. It is more profession & institution specific.  
for e.g.: Regulation for SEBI, RBI etc

### Increasing number of codes

- ↳ It will not be the effective step as it is not the lack of codes but their effective implementation.
  - ↳ There is need to regularly update existing codes.
  - ↳ Need to clarify vague definitions & remove discretion in existing codes.
  - ↳ Public trust & integrity can be increased by proper training of above in "mission karmyogi".
  - ↳ Good people do not need laws & bad people will find a way around the laws - plato
- Hence necessary reforms are needed

6. (b) "The most important human endeavour is the striving for morality in our actions. Our inner balance and even our existence depend on it. Only morality in our actions can give beauty and dignity to life."  
(Answer in 150 words) 10 Marks

Morality refers to set of principles & values an individual follows to live a beautiful & dignified life.

Above quote beautifully espouses the need for morality in our actions.

The most important endeavour is morality in our action because it clears our consciences and keeps our head high. It saves us from guilt. It prevents us from taking wrong decisions.

Moreover, morality in our action brings inner balance which refers to a sense of satisfaction and balance.

of our virtues & vices. As per Bhagwad Gita human nature is of three types, i.e. Satvik (Intellect), Tamik (desire) & Rajik (valour). We need morality to strike balance between these three Components.

for e.g.: Environmental morality is to live in harmony with nature, having temperance in natural resource utilization otherwise our existence will be threatened.

[e.g. 2] Societal morality like following norms, customs, respecting each other etc are needed for Stability of Society.

Hence morality give beauty & dignity to life & it should be perused with all our heart.

6. (c) "Men must have corrupted nature a little, for they were not born wolves, and they have become wolves." (Answer in 150 words) 10 Marks

As per John Locke, Mind is a "tabula rasa" i.e. Clean slate ~~when~~ it is born & on this anything can be written.

Above quote emphasizes the role of Nature + ~~Nature~~ Nurture in personality development of an individual.

Man is not born wolves means when life starts Man is pure & has no evil intentions but when he grows the role of society, education, culture etc. changes its pure nature

for eg: A child grown in an authoritative way will become more dominating than one raised in democratic way.

Aristotle has given a beautiful analogy. A seed needs right kind of soil, air & water to become full tree. Similarly we are influenced by surrounding.

Man becomes wolves refers to negative tendencies like Greed, Lust, anger, etc that are acquired from society.

For e.g: Greed for more natural resources has brought haroc on environment.

Hence we need to give proper training in the form of value education, democratic rearing, developing emotional intelligence, teach children environmental values etc to bring best out of a man & stop them from becoming wolves

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[SECTION-B]

7. You are the Head of an Agency, a special purpose vehicle, responsible for overseeing the last-mile delivery of essential services and sorting out bottlenecks and grievances of the citizens within your jurisdiction. The essential services included Maternal and infant health care, nutritional support to BPL families, drinking water availability, etc.

Your agency employed a staff of 15 to carry out regular official operations and handle grievances. Since the agency dealt with complaints, there was an enormous amount of public dealing daily. Sometimes the agency officials had to work beyond office hours to finish the regular office work as public dealings took away most of the office hours. The employees were unhappy doing the extra bit as they were not paid any overtime. A few of them informally raised the issue with you, but you were helpless as the agency rules didn't allow any travel or overtime allowances. You tried taking up the matter with HQ but to no avail.

The work stress gradually started showing up among the staff, they became irritable with the complainants, and at times they shouted at them. Besides rudeness, the staff's language became abusive, derogatory, and sometimes casteist. You could notice that there were 4 of them in particular who were getting very abusive and discriminatory while handling grievances. As the Head, you warned them, but there was no marked change in their work attitude. To compound your problem, some of the villagers, through their Sarpanch, raised the issue of rude, disrespectful, and discriminatory behavior with your HQ. The HQ immediately instructed you to take action and create a respectful and dignified workspace.

1. What are the issues involved in the above case?
2. What are the action options available to you?
3. Examine each of the options and identify your chosen course of action
4. What do you understand by dignity? Distinguish between human and social dignity? Identify the common dignity violations that one notices in government departments.

(Answer in 250 words) 20 Marks

As per a Times Now Survey  
50% of Indians cited bad  
work culture as the cause of stress  
 in their lives & behaviours.

(A)

Issues involved in the case :

- ↳ Delivery of essential services getting affected.
- ↳ Poor work culture & its multiplier effect.
- ↳ No overtime pay & less salary to employees lowers motivation.
- ↳ Poor sign of Corporate Governance
- ↳ Lack of teamwork
- ↳ Absence of Compassion, empathy among staff towards each other.
- ↳ Casteists, derogatory & Abusive language lowers dignity of a person & violates fundamental rights (Art. 14, Art. 15, Art. 17 etc)

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↳ Challenges in scheme implementation

(B/C) Action options available

(2/3)

(1) Ignore the issue & close the case just by giving warning to rude employees.

~~(1)~~ merit

Demerit

→ warning may bring some change

→ Not a long term solution

→ Senior-junior relation not Soured

→ Injustice to villagers.

(2) Convene a meeting of all employees & Strongly reprimand them with potential consequence for such behaviours i.e. may lead to termination from job

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Pg 30

Candidates must not  
write on this margin

merit	Demerit
<ul style="list-style-type: none"> <li>→ Fear of termination may change behaviour.</li> <li>→ Gradual approach to solve a problem</li> </ul>	<ul style="list-style-type: none"> <li>→ Delivery of essential services may get affected if employees get fired.</li> </ul>

③ ~~2~~ option ② + creating a positive work culture with steps like Hiring more employees, awards/incentives, Healthy Constructive Conversation hour among staff, Sensitivity training towards others, again taking matter with Hd for overtime payment (will select this option & course of action)

→ Also fixing 4 out of employees if they don't change themselves

merit	demerit
<ul style="list-style-type: none"> <li>→ long term solution</li> <li>→ Better delivery of essential services</li> <li>→ Healthy work culture.</li> </ul>	<ul style="list-style-type: none"> <li>→ More <u>financial burden</u> on Company</li> </ul>

④ ⇒ Dignity, as per John Locke is a Natural Right of all. It refers to a Condition of living a life with respect, freedom & using one's full potential.  
Article 21 of Constitution → Right to life & Dignity.

⇒ <u>Human dignity</u>	<u>Social dignity</u>
→ right of an <u>individual</u>	→ right of <u>society</u>
→ preserves <u>self respect</u> of a person	→ Brings <u>harmony</u> in society.
→ prevents <u>Cognitive dissonance</u> & <u>crisis of Conscience</u> of a person	→ prevents <u>covetousness</u> & brings <u>Compassion</u> love & tolerance in society.
eg: <u>Right to Health</u>	eg: <u>Democracy</u> in society.

⇒ Common dignity violation in gov. dept.

- ↳ Seniority instead of Meritocracy
- ↳ Caste, gender politics & violation of rights.
- ↳ Below minimum wages to labourers.
- ↳ Overwork → disturbed work-life balance.

(Discrimination)  
Art. 14, 15, 17  
violation

"We do not need a good or bad work culture.  
We need a Healthy & dignified work culture!"

8. Mr Sharma was the All India Sales Head of a pharmaceutical company with a turnover of 400 crores. The company's main markets were small towns and tier 2 cities. Further, the company did a sizable amount of business with state government hospitals and health centres.

Mr Sharma had given a lot of freedom to field sales agents to strike deals and negotiate prices with clients. This strategy worked well for the company.

Recently Mr. Sharma received word that three company employees were selling products to government hospitals and health centers at a higher price than they were selling to other private hospitals and health centers. The employees were with the company for over five years and were good performers. A few sales staff informally raised the issue of the three getting relatively higher commissions because of their inflated deals. And this was creating a sense of unease among the sales staff. A cursory review of the accounts of the three showed that, in many instances, the government hospitals were paying more than other private institutions.

Under procurement rules, the government is supposed to pay a fair price, one that other cost-conscious customers pay. On inquiry, Mr. Sharma found that the three were not alone; government purchase department officials were helping them scam the Department. Mr. Sharma realized that his sales staff and some corrupt government staff had been defrauding the state exchequer for quite some time.

Mr Sharma immediately reported it to his CEO and the two discussed how to deal with the sales staff and whether to inform the government about the scam and the involvement of their staff. The issue was informing the government that there was every possibility that they might be blacklisted, thereby losing a lot of business. Mr. Sharma and the CEO were caught in a dilemma regarding how to proceed with the case.

- What are the ethical and business issues involved in the case?
- What are the options available to Mr. Sharma and the CEO?
- Do you think the organizational culture of giving freedom to the sales force led to the issue or was the individual's corrupt nature that led to the problem? Discuss.
- What ethics mechanisms and steps can the company create and implement to prevent unethical behaviour, as mentioned in the case? (Answer in 250 words) 20 Marks

This is a case of collusive Corruption.

India ranks 86<sup>th</sup>/186 Countries in

Corruption perception Index. Here

Corruption is affecting Customers,  
Health, Company's reputation etc.

9

Ethical & business issuesEthical issues

- ↳ Corruption in employees
- ↳ playing with the health of customers.
- ↳ Affects Social Contract between government & citizens (Hobbes, Locke).
- ↳ Challenges arising when full freedom is given (Hedonistic & opportunistic mindset)

Business issues

- ↳ may promote other employees towards corruption (domino effect).
- ↳ poor Corporate Governance
- ↳ Challenges in public-private Partnership (collusive corruption)
- ↳ fear of getting blacklisted & loss of business if informed to government
- ↳ Dilemma for CEO/Sales head

(b) Options available

- ① firing the corrupt employees
- ② keep the matter unattended as it will affect business i.e. don't take any action
- ③ Strict vigilance & enquiry on all  employees instead of giving free hand
- ④ option ① + ③ + preparing a well informed report about business and then informing the government about mishappenings. Company should negotiate with government for lower monetary punishment instead of Black-listing.  
for eg: Vivad se Vishwas scheme which gives relief if culprit

declares from its own side  
the wrongdoing,

(c)

Organizational culture of freedom

- ↳ promotes innovation in employees
- ↳ Brings more profit to Company
- ↳ Happy work culture where  
Sales employee has his own agency  
to decision making

↳ potential of corruption huge.

Individual's Corrupt nature

- ↳ Kautilya said Man is hedonistic  
& it is impossible to stop  
Corruption
- ↳ Thomas Hobbes: Man is very  
Selfish and only thinks of  
personal gain.

Hence it was both organizational  
freedom & inherent nature of  
humans which is responsible. This

is also supported by Aristotle's theory of Nature ⊕ Nurture both playing equal role in development of a personality,

① Ethical mechanism & steps to stop above crime

- ① Strict vigilance & enquiry on employees
- ② Award / incentives to honest employees
- ③ Sensitivity / value training to employees as per Cadbury Committee's recommendation.
- ④ Technology deployment to bring transparency in dealings
- ⑤ Third party audits.
- ⑥ Standard operating procedure.

As per 1<sup>st</sup> ARC, Ethics Commissioner from government side along with Compassionate Capitalism from corporate side is needed to end corruption in PPP culture.

9.

You and Ajay were in college together, qualified for the civil services examination, trained, and worked in the same State. Over the years, you and Ajay became good friends and colleagues. Even the families became close to the extent of taking vacations and celebrating festivals together.

Professionally, in the last 15 years, both grew, but the paths you and Ajay took differed. You kept your distance from political masters, preferred to be neutral, and refrained from being identified with any group, lobby, or ideology. But Ajay was not discreet about his leanings, and he was well-networked and connected. Because of his networking, Ajay always had postings considered "plum postings." Ajay was posted as CMD of Urban Infrastructure Projects, a high-profile Project with a huge outlay. At the same time, you were working in the State Planning Commission for three years and were awaiting your promotion and new posting.

When new postings were announced, you were surprised to see your transfer to Vigilance Department. Within a month of taking charge, you were ordered by your Departmental Secretary to conduct an inquiry discreetly into land dealings involving a Minister and his family. You were strictly told to keep it discreet and not to share any information about the investigation with anybody besides the Secretary.

As you started the inquiry, you realized Ajay was closely involved with the Minister and his deals. As evidence started piling up, you were shocked to notice Ajay's questionable decisions favouring the Minister and friends. Further, you found evidence of Ajay having assets disproportionately much higher than his declared sources of income. When you shared the details with the Secretary, he immediately ordered you to search Ajay's office and home as he believed Ajay was the medium through which they could catch the Minister for shady land deals.

You were in a bind as you knew a search operation would tarnish Ajay's reputation and be traumatic for the family.

1. What are the ethical issues and dilemmas involved in the above case?
2. What are the options available to you?
3. Select your chosen course of action after analyzing the options.
4. What must be your moral motivation in the above case? Should it be duty, care or consequences?

(Answer in 250 words) 20 Marks

II<sup>nd</sup> ARC has said Non-partisanship as one of the foundational values of civil services. Instances of favouritism, nexus has wideranging consequences. Here friendship and duty are coming in conflict.

(A)

Ethical issues

- ① Political partiality & ~~corruption~~
- ② Sanskritization of corruption
- ③ Punishment to honest officer  
& Reward to corrupt officers  
⇒ Attitude formation
- ④ unholy nexus between permanent  
& political executives.
- ⑤ Breaking of Social Contract of  
John Locke, Hobbes, Rousseau.

Ethical dilemma

- ① Friendship Vs. Commitment to duty
- ② Integrity Vs personal well being
- ③ Crisis of conscience
- ④ Public Vs private  
ethics

(B) Options available

& (C) (1) following the order of Secretary & searching the Ajay's office & home without any bias. (objectivity)

merit	Demerit
→ Truth will come out	→ Destruction of friendship
→ <u>public duty</u> enforcing <u>compro</u>	→ Crisis of Conscience.
→ upholding Constitutional morality	

(2) Informing the Ajay about ongoing investigation secretly & asking him to clean his office & home of any objectionable material

merit	Demerit
<ul style="list-style-type: none"> <li>→ Saves the friendship</li> <li>→ <del>low</del></li> </ul>	<ul style="list-style-type: none"> <li>→ Injustice will prevail</li> <li>→ long term harm to public, Constitutional values</li> <li>→ violation of law</li> <li>→ Against <u>Integrity</u> of me.</li> </ul>

③ Recusing from the case after  
declaring the Conflict of Interest

merit	Demerit
<ul style="list-style-type: none"> <li>→ <u>might</u> save the friendship</li> <li>→ Still <u>Corruption</u> can be <u>exposed</u> by <u>other officers</u></li> </ul>	<ul style="list-style-type: none"> <li>→ Escapist attitude.</li> <li>→ Sets <u>bad</u> <u>precedent</u></li> </ul>

I will go with option ①  
because it is the right thing to

do. Even if Ajay is my friend, it is my duty to make him a better person & show him a good path. He deserves punishment for failing to do his public duty.

(D)

In the above case my moral motivation would be my duty.

Reasons):

- ① Nishkam Karma (deontological ethics) says about performing one's duty without worrying about results.
- ② Although I have Compassion towards my friend but in the long term Ajay can create bigger issues.
- ③ Constitutional morality over private morality.
- ④ Aristotle has said: friendship should be based on character & not utility.

Mahatma Gandhi's message of 'Truth is the best friend' has helped in above case.

10.

You are a young policeman undergoing field training along with some of your batchmates. You and Vikas are spending two weeks in a police station learning the nitty gritty and nuances of field-level policing. Every day there was something new to learn.

One afternoon the Station received a distress call from a beat constable working the wholesale market beat. A quarrel had broken out between two groups of traders and which soon turned violent. He tried intervening with his colleague, but they failed to keep things in control. Some traders turned against the constables and started beating them with iron rods. The call came in when one of the constables had taken severe blows to the head, and he needed emergency attention.

A team rushed to the spot to help and take charge of the situation. By the time the team reached, the miscreants had fled the scene. The injured constable was rushed to the hospital in a very precarious condition. Seeing their colleague severely hurt and struggling for life, the station was enraged and determined to apprehend the culprits.

By late evening the station team had rounded up a few miscreants, but some were still missing. The rounded-up miscreants were kept in custody for the night and were to be presented in court the following day. That night you and Vikas noticed that a few senior policemen were seriously beating up the miscreants for more information and to teach them a lesson to keep off from policemen. The treatment continued for a few hours, and by the time it stopped, one of the miscreants was severely shaken that he had a minor stroke because of a prior history of a heart condition. He was rushed to the hospital; fortunately, he survived. When the events of the night reached HQ, an inquiry was instituted.

During the inquiry, everyone in the Station was called in for questioning. All of them present played down the beatings as few slaps and nothing more. You and Vikas were also informally requested to play down the incident. Vikas was comfortably underplaying it, but you were uncomfortable and felt it was against your integrity to speak something far from the truth.

You were wondering if police are for safety, custody is for protection, and what happened was abuse which was against the service values. You were tensed and weighed the options.

1. What are the ethical issues involved in the above case?
2. What do you think principle-oriented and rule-abiding police personnel must do in the above case? Why? Justify.
3. What do you think must assume priority in civil service, loyalty to the department, or being impartial and non-partisan in your decisions and service values?

(Answer in 250 words) 20 Marks

As per the NCRB database  
there are rising cases of  
custodial torture & death  
in India. India recorded

88 Custodial death (2021) as compared to 76 in 2020.

①

## Ethical issues in the case

- ① Violation of Social Contract  
(Hobbes, Locke, Rousseau)
- ② Custodial violence  
Against Right to life & dignity  
(Article 21)
- ③ violates Article 22 which gives right to detained accused.
- ④ Against police Code of Conduct
- ⑤ Taking of law in their own hand by traders → shows decreasing trust in justice.
- ⑥ challenges in field duty
- ⑦ underplaying by all about violence ⇒ collusive moral degradation
- ⑧ Against Constitutional morality.

(2) Right action for principle oriented & right-abiding police force

(1) Following Standard operating procedure.

(2) Proper investigation of the case → hearing both side of the story.

(3) Respecting rights of a prisoner

(4) Presenting the culprits before magistrate for a fair hearing.

(5) Increasing more police personnel in the market area to prevent further clashes.

(6) All stakeholders meeting of traders, civil society, police force should be conducted.

(7) Opening proper communication channel.

## Justification

- ① "Might is Right" (Matsyarak) as propounded by Kautilya should not become the norm as it is harmful in long term.
- ② Tomorrow similar incident may happen again  $\Rightarrow$  So a good precedent setting is needed.
- ③ Natural & Human rights of John Locke.
- ④ "Hate the Sin & Not the Sinner" - Gandhi  
above quote reflects reformative justice.
- ⑤ Rule of law & Not the rule by law.
- ⑥ Due process of law.

③

## Priority for a Civil Servant

- ① loyalty to the department is needed for proper functioning.

of the department.

② But if any injustice is happening in the department then one must speak up because long term gain outweighs short term pain. In this

Case one must be impartial, non-partisan & stick to service values of Integrity, commitment to Constitution & not department should take preference.

(Other reason):

↳ ① The world suffers more by silence of good people than violence of bad people

↳ ② Duty based ethics (Nishkam Karma): Doing what is right without thinking of consequences.

③ To Save from crisis of Conscience.

though immediate loyalty lies to department but ultimate loyalty lies to public

Constitution, democracy & to one's Conscience.

11.

The Supreme Court has banned mining in the Aravalli Hills to stop degradation the forest cover and to maintain ecological balance. However, the stone mining is still prevalent in the border district of the affected State with connivance of certain corrupt forest officials and politicians. Young and dynamic SP who was recently posted in the affected district promised to himself to stop this menace. In one of his surprise checks with his team, he found loaded truck with stone trying to escape the mining area. He tried to stop the truck but the truck driver overran the police officer, killing him on the spot and thereafter managed to flee. Police filed FIR but no breakthrough was achieved in the case for almost three months. Ashok who was the Investigative Journalist working with leading TV channel, suo moto started investigating the case. Within one month, Ashok got breakthrough by interacting with local people, stone mining masia and government officials. He prepared his investigative story and presented to the CMD of the TV channel. He exposed in his investigative report the complete nexus of stone mafia working with blessing of corrupt police and civil officials and politicians. The politician who was involved in the mafia was no one else but local MLA who was considered to be very close to the Chief Minister. After going through the investigative report, the CMD advised Ashok to drop the idea of making the story public through electronic media. He informed that the local MLA was not only the relative of the owner of the TV channel but also had unofficially 20 percent share in the channel. The CMD further informed Ashok that his further promotion and hike in pay will be taken care of in addition the soft loan of 10 lakhs which he has taken from the TV channel for his son's chronic disease will be suitably adjusted if he hands over the investigative report to him.

- What are the options available with Ashok to cope up with the situation?
- Critically evaluate/examine each of the options identified by Ashok.
- What are the ethical dilemmas being faced by Ashok?
- Which of the options, do you think, would be the most appropriate for Ashok to adopt and why?
- In the above scenario, what type of training would you suggest for police officers posted to such districts where stone mining illegal activities are rampant?

(Answer in 250 words) 20 Marks

This case involves collusive  
corruption, crony capitalism,  
nexus of politician-bureaucrat  
businessman, challenges to honest  
officers, biased media etc.

(A) Options to Ashok

(B) (1) Drop the idea as advised by CMD

merit	Demerit
<p>→ Career growth, loan adjustment &amp; Son's health taken care of</p> <p>→ Media channel growth unhindered</p>	<p>→ Against Media Ethics</p> <p>→ Crisis of Conscience to Ashok</p> <p>→ Injustice will prevail</p> <p>→ In future such incidents may repeat</p> <p>→ Mining will continue unhindered (ecological destruction)</p>

(2) Hand over the investigation report to another media

channel ⊕ Change his job (resign)  
& join new channel (using this  
report as a bargain to get new  
job).

merit	Demerit
→ Truth will Come out	→ Escapist attitude of Ashok.
→ justice will prevail.	→ Same thing might happen in new channel
→ Such incident may not repeat in future.	→ still threat to life of Ashok

③ Not dropping the idea &  
going with report in the current  
media channel

merit	Demerit
→ <u>Integrity &amp;</u> <u>Saved from crisis</u> <u>of Conscience</u>	→ may get fired from the job & Storey may not be shown as final decision lies with CMD
→ fighting for justice ( <u>Satyagrah</u> )	

(C) Ethical dilemma

(1) (loyalty to media channel) vs. (truth)

(2) (Personal Integrity) vs. (personal well being)

(3) (Health of son, loan, career growth) vs. (journalistic ethics)

(4) End vs means

(D) most appropriate option

→ Go with option (2)

Reasons

(1) Though some personal difficulty may happen but beneficial in the long term

(2) Nishkam karma (Duty based ethics)

(3) The world suffers more by Silence of good men than Violence of bad people.

- ④ Justice to family of Police officer & all future honest officers
- ⑤ Corruption perception index → India's lies at 86/186 countries ⇒ Need to improve it.

⑥

### Training to police officers

- ① As per Machiavelli: "A prince should be brave like lion & clever like fox". (training on this philosophy)
- ② When criminals know no morality we can't treat them with morality & ethics (As per Kautilya's ethics)
- ③ Emotional Intelligence training  
.. training to understand criminal mentality
- ④ Advance technological skills so that quick action can be taken.
- ⑤ Middle path: Instead of being ethical, being pragmatic is key.
- ⑥ Coordination among police force (Team work of plato).
- In such difficult case we should be hopeful ("All of us are in a gutter but some of us are looking at stars").

12. You are Vice Principal of a degree college in one of the middle-class towns. Principal has recently retired and management is looking for his replacement. There are also feelers that the management may promote you as Principal. In the meantime, during annual examination the flying squad came from the university caught two students red-handed involving in unfair means. A senior lecturer of the college was personally helping these student in this act. This senior lecturer also happens to be close to the management. One of the students was son of a local politician who was responsible in getting college affiliated to the present reputed university. The second student was son of a local businessman who has donated maximum funds for running of the college. You immediately informed the management regarding this unfortunate incident. The management told you to resolve the issue with flying squad at any cost. They further said that such incident will not only tarnish the image of the college but also the politician and businessman are very important personalities for the functioning of the college. You were also given hint that your further promotion to Principal depends on your capability in resolving this issue with flying squad. In the meantime, you were intimidated by your administrative officer that certain members of the student union are protesting outside the college gate against the senior lecturer and the students involved in this incident and demanding strict action against defaulters.

1. Discuss the ethical issues involved in the case.

2. Critically examine the options available with you as Vice Principal. What option will you adopt and why? (Answer in 250 words) 20 Marks

In the above case study the deteriorating level of college education as well as education without character (Gandhian sin) is highlighted. Also dilemma for management viz. Vice Principal shows selfish interests

Ethical issues involved

- ① Involvement of politicians  
 & A businessman in college

functioning affects Autonomy  
of colleges decisions

- ② Meritorious students suffer because of cheating given to defaulter students
- ③ Right to fair equality violated
- ④ Vice principles personal and public ethics is conflicting.
- ⑤ Dependence on businessman for funding
- ⑥ Reputation of college is at stake
- ⑦ Handling the 'Students Union' protest:

②

## Options & critical evaluation

① Ignoring the Student Union's protest, giving warning to defaulters & acquitting them, talking to flying squad for a settlement in cash & kind

merit

Demerit

→ Vice Principals  
Personal Careers  
growth

→ gave Injustice  
to meritorious &  
Other students

→ Support of  
Politician & Businessman  
will continue

→ Sets a bad  
precedent for  
future similar  
Incident

→ Reputation of  
College maintained

→ Against Educational  
~~and~~ ethics

→ knowledge without  
Character.

(B) → forming an Independent Committee

→ ~~also~~ Convening a meeting of all stakeholders to find a middle ground

→ Talking to politician & Businessman about need for their constant support as it benefits larger society

→ Acting strictly on the report of committee findings

→ Punishing the defaulters students

merit

Demerit

→ fair and just approach

→ Deontological approach

→ Sets good

→ reputation of school may take a hit

→ can loose support from politician / businessman

Precedent for  
future

I will go with the option (B)

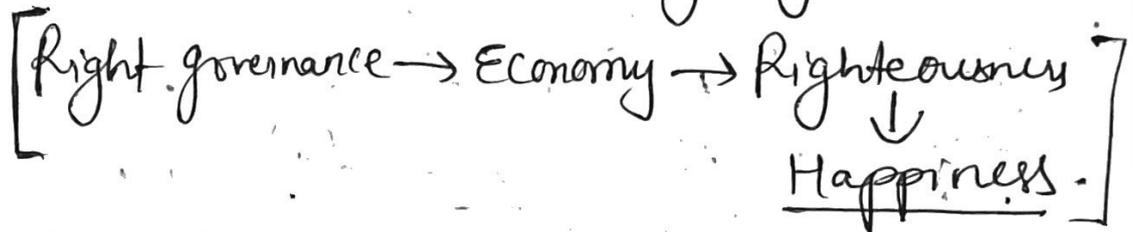
Reasons:

- ① Alternative source of fundings can be arranged by showing that college upholds higher values.
  - ② Common Good approach: Education is a public good. Any corruption in it may destroy whole society.
  - ③ Personal growth is not bigger than growth of society & Nation.  
"Service of ~~State~~<sup>Jiva</sup> is Service to Shiva"  
— Vivekananda.
  - ④ Prevent me from crisis of conscience.
- "Philosophy of the classroom of one generation is the philosophy of government of next generation"  
— Dr. Radhakrishnan.

Discuss the meaning of the following quotes:

6. (a) The root of happiness is Dharma (righteousness), the root of Dharma is Artha (economy), the root of Artha is right governance." (Answer in 150 words) 10 Marks

The above quote beautifully encapsulates the interrelation between Happiness, Dharma, Artha & right governance.



Right governance means optimum utilization of public resources & prevent underutilization & misutilization. It leads to Better Economy, Efficiency & Effectiveness.

For eg.: Public finance management system, Direct benefit transfer etc.

Better economy in the administration reduces the Corruption and increases

the accountability, It leads to proper scheme implementation for poor & marginalized section of the society. It helps in expediting Infrastructure project & sustainable development for e.g. Righteousness in Centrally Sponsored Schemes like Swachh Bharat Abhiyan reduces diseases.



This righteousness leads to Happiness in the society. Happiness in the form of Capacity development of people (Amartya Sen's approach), when each has equal access to resources & opportunity, it brings happiness in the form of fair Competition, dignity to each.

Hence an integrated approach of development is achieved.