

# NEXT IAS

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## ADVANCED INTEGRATED MENTORSHIP

### ETHICS ASSESSMENT TEST-21

(To be filled by candidate)

**Test Code :** TC322**Name of Candidate :** RITIKA CHITLANGIA**NEXT IAS Roll No. :** AIM24GCRA075 **Date of Examination :** 1/12/23**Exam Centre :** Old Rajinder Nagar ☒Bhopal ☐Online ☐

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GENERAL STUDIES**Invigilator's Sign. :** .....

[To be filled by the STUDENT]

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**Evaluator's response**


(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

Signature

## MACRO COMMENTS



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## [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

Wisdom is an indispensable trait for a civil servant, as it involves practical knowledge, prioritisation of tasks and emotional management.

(I) Pre-occupation of Administrator leads to ineffective service delivery

1) Overburdening of petty issues and ignorance of core issues leads to distortions in perspectives.

2) Practicality of decision-making gets affected.

3) Uptake of services and actual benefit of citizens remains questionable.

Eg: A civil servant in charge of welfare scheme being over-cautious of rules and eligibility criteria can overlook the response / sentiments of the beneficiary base  $\Rightarrow$  lack of human connect.

(I) Preoccupation does not lead to ineffective service delivery

① careful analysis of every situation.

② Utilisation of past experiences and mistakes to enhance decision-making.

③ Background understanding of the peripheral issues can help avoid unexpected and unwanted consequences.

Eg: A civil servant posted in tribal hill area prone to violence  $\Rightarrow$  good understanding of beneficiary base and historical issue  $\Rightarrow$  helps mitigate any future violence.

Therefore, wisdom tells us what to give importance to and what to overlook, thereby enhancing



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 and compassion in ethics is the attributable work of Carol Gilligan, which introduces development of inter-personal relationships, necessary in civil services.

Importance of role of Empathy and compassion

① Helps to understand unique situation of any individual  $\Rightarrow$  Better human connect.

② Helps to bridge communication gap between the civil servant and beneficiary  $\Rightarrow$  Building of trust and confidence.  
Eg: Jan sunwai sessions in rural areas.

③ Compassion is needed to ensure uptake of services and the

actual development of beneficiary base.

- ④ Empathy and compassion is also vital in ethical dilemma resolution and implementation of emotional management in public services.

Therefore, eg 2013 Batch IAS officer posted in Kerala understood the pain of citizens and within 7 days started a public bus access system, a proposal which had been pending for 20 years.

Therefore, intellectual and moral capabilities, along with care and compassion is necessary for development of an integrated civil servant.



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

Rules and regulations are standard in civil services, but the real difference in performance can be attributed to the intent, energy and frame of mind of the concerned officer.

### (I) Positive-Minded officers

① optimism leads to development of courage and sacrifice, which is necessary for effective service delivery.

Eg: IAS Satyendra Dubey  $\Rightarrow$  courageous enough to sacrifice life for duty.

② Optimism leads to renewed energy and develops leadership, collegiality and innovativeness in service delivery.

Eg: Constable Seema Shakra  $\Rightarrow$  tracked 16 missing children in Delhi in 3 months.  $\Rightarrow$  a target much beyond her mandate.

③ Optimism helps to mould difficult situations in one's favour.

Eg: Telgi scam  $\Rightarrow$  IPS SS Puri changed a negative situation in his favour.

(II) Negative-minded officers

① status-quoist attitude, with little zeal to bring reform.

② Extremely rule-oriented, often causing harm to the beneficiary.

Eg: Gurgaon Hospital - public doctor refused to see 13 year old girl by skipping line  $\Rightarrow$  death of the girl.

Hence, hope and optimism are necessary to bring change, in an otherwise bureaucratic and sup-tapism environment.



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 is the art of self-governance  
as "without ethics, man is a  
wild beast loosed upon this  
world" (Albert Camus)

### Ethics in Human life

① Person development and welfare  
Ethics promotes personal welfare as  
it tells us how ought to live life  
and rightness and wrongness of  
any action. Helps in resolution  
of personal dilemma and produces  
a 'well-lived' life.

② Societal welfare - without ethics,  
life in society would be short  
and brutish as it produces  
community morality, wherein  
every person can live peacefully  
and there remain trust in the  
institution of humanity.

③ Reduces guilt and remorse.

## Use of ethical values in resolution of conflict

- ① Kant's Duty ethics helps us to respect human autonomy and dignity and resolve professional and personal dilemma  $\Rightarrow$  motive of duty.
- ② Utilitarianism helps to ensure welfare of greatest number of people and useful in practical decision making.
- ③ Aristotelian virtues instill qualities of moral excellency that moves one to remain balanced and avoid the twin vices of deficiency and excess.
- ④ Care ethics (Carol Gilligan) introduces care and compassion in conduct of inter-personal relations.

Hence, ethical values help in cultivating intellectual compatibility, moral uprightness and consistency in decision making.



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

Digital technology is a double-edged sword in governance, and decision-making, as it can be beneficial source of information, but comes with its own limitations.

Impact of digital technology as reliable source of input.

① Positives

① Digital technology helps to understand the beneficiary through application of data  $\Rightarrow$  correct source of targeted decision-making.

Eg: Use of AI, ML to understand the beneficiary base.

② Technology helps in empowerment, generation of awareness and education.

eg: E-learning platforms like DISHA, MOOC etc.



③ social media helps in emotional management, development of compassion and empathy towards various world issues.

Eg: During COVID, social media was used to harness hospital beds, O<sub>2</sub> cylinders etc.

### B Negatives

① Dehumanising of beneficiaries as they are reduced to digital entries.

Eg: MGNREGA NMMS software - delays in payment.

② Digital technology can produce distorted / incomplete perceptions which can be misused in decision-making.

Eg: rising emergence of deepfakes.

③ social media can also be a weapon to spread hate and violence.

Therefore, technology is a medium for better decision-making but needs support of human ethics and morals.

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

Rules, domain knowledge, compassion, innovativeness and creativity are some of the key requirements of an efficient civil servant.

Need for innovativeness and creativity

① Innovativeness is needed to devise effective and efficient solutions to numerous dilemmas.

Eg: IPS SS Puri used several innovative ideas to unravel the Telgi scam.

② It is required to think out of the box and tackle modern problems effectively.

Eg: small incentive mechanisms to improve team performance.

Eg: cricket coach Dilip introducing 'fielding medal' to improve fielding effort of players.



③ In public services, innovativeness is required to go beyond the mandate for ensuring change.  
eg: Delhi police constable Seema Shakha used children groups to track 76 missing children in 3 months.

④ Timely delivery of services, effective grievance redressal and uptake of welfare is dependent on creative solutions.

Eg: use of drones to deliver medicines in Arunachal Pradesh.

Therefore, innovation is the key to reform and transform service delivery and achieve complete, efficient and effective welfare of citizens.

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 migrants who have consistently faced human rights violations, but are often denied protection, leading to complete denigration of international morality.

Ethical violations of not accepting refugees by countries

① Disrespect for human autonomy and agency ⇒ Human rights violation and lack of regard for means to restore human dignity.

② Denial of responsibility that nations owe to the citizens of the world. ⇒ disrespect for universal values.

③ Protecting one's national interest with no concern for refugee minorities ⇒ utilitarianism in foreign policy leads to erosion.



of international morality.

However, accepting refugees can also lead to several ethical and practical problems for the host country.

- ① Compromise of national interest  
⇒ strain on existing resources,  
unrest among nationals.
- ② Threat on national sovereignty and unity of the country.
- ③ Disturbance of global order and induce large-scale movement of people.

Therefore, as per Rawls, well-ordered countries are moral responsibility to help disordered societies, but accepting refugees is a key element of country's foreign policy and cannot be forced.



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

Public service foundational values are building blocks for an efficient and effective bureaucracy, of which non-partisanship and impartiality are key elements.

Role of Impartiality and Non-Partisanship

① helps to avoid conflict of interest and overcome empathy bias.

Eg: Judges recusing themselves from cases of personal interest to protect principles of Natural Justice.

② Impartiality is necessary to avoid politicisation of bureaucracy.

Eg: 'Rath Prabhu's'  $\rightarrow$  violation of constitutional mandate of free & fair elections.

③ Non-partisanship and impartiality is needed to preserve objective decision-making and neutral implementation of decisions.

④ Fulfilment of constitutional duty to observe 'Rule of law' and 'equality before law'  $\Rightarrow$  No special treatment on arbitrary groups.

Eg: APJ Abdul Kalam - maintained a strict policy of neutrality throughout his tenure as a public service official.

Therefore, it can be said that without impartiality and non-partisanship, a neutral, objective, rational and efficient civil services cannot be established.



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

Ethical values provide an array of moral guidances, rooted in deontology, utilitarianism, care, virtues, clear conscience, egoism etc., giving rise to ethical pluralism in civil services.

### Ethical Pluralism in civil services

① Most cases demand a complex application of ethical values.

Eg: Displacement of tribals for development  $\Rightarrow$  utilitarianism but proper rehabilitation benefits  $\Rightarrow$  care ethics.

② Practical problems cannot be merely resolved by one approach.  $\Rightarrow$  overlap and confusion

Eg: corruption in civil services  $\Rightarrow$  egoism, along with corrupt virtues, but may satisfy with consequentialist approach.

③ displaying consistency through one singular approach may lead to rigidity and ineffectiveness in decision-making.

Eg: Elderly, disable, homeless people  $\Rightarrow$  in need of help from welfare scheme but doesn't possess required documents  $\Rightarrow$  exclusion error.

④ Ethical pluralism leads to rational and situation-specific decision-making, allowing the scope for addressing unique needs of people.

Therefore, I agree with the statement that most civil servants work within the ambit of ethical pluralism, which should never compromise personal integrity and public service values.



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

Codes of civil services are an outline for the civil servants to follow in order to discharge their duties ethically, efficiently and effectively.

Difference between codes

Code of Ethics	Code of Conduct	Code of Rules & Regulations
<p>① Document that provides standard for right/wrong and what an officer ought to do in dilemmas.</p> <p>② General document, with limited practical applicability</p>	<p>① Broader document explaining specifics of behaviour and expectation from civil servants.</p> <p>② Specific document that needs to be practically followed.</p>	<p>① Procedural elaborations, rules and department obligations that need to be followed.</p> <p>② Extremely specific document for different procedural obligations.</p>



③ No explicit penalisation for violation.

③ Explicit penalisation for violation

③ Rules & Reg. are mouldable in unique situations, but must withstand official scrutiny.

Increase in number of codes Desirability

Yes, it is desirable:

- 1) Incentivises ethical behaviour.
- 2) Explicitly tells civil servants how to act and what to do to reduce scope for mistakes and arbitrariness.
- 3) Enhances public trust and credibility of department.

No, it is not desirable:

- 1) Increasing no. of codes will not help, but proper implementation of existing codes by civil servants will help.
- 2) Complexes and makes the administration rigid and ineffective.
- 3) Reduces the scope with civil servants to address unique human situations.

Therefore, codes are an efficient way to enforce ethics and integrity but demands dutiful implementation.

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 aforementioned quote deals with importance of governance in strengthening economy and righteousness and their intricate inter-dependence.

Governance leads to Good Economy

① Right governance creates conducive conditions for strong economy, as it attract private domestic and foreign investment.

② Minimum government maximum governance creates level playing field and makes government an enabler of economic growth.

③ smooth, corruption-free governance leads to creation of welfare economy and inclusive growth.

Economy leads to Righteousness

① Economic growth creates wealth and growth  $\Rightarrow$  overall development



of the society.

- ② Righteousness will occur when equitable growth occurs and economic growth with right governance ensures that.

Righteousness leads to happiness

- ① Any society which practices 'dharma'  $\Rightarrow$  equal, egalitarian, peaceful society  $\Rightarrow$  happiness of members.

- ② Justice is key to happiness and grievance redressal, rooted in a righteous society, with a strong economy and welfaristic administration.

Therefore, the root to happiness is multi-dimensional, but economy, righteousness and governance are crucial for one's well-being.

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

This quote explains the indispensability and inevitability of morality in our actions, that can produce a well-lived life.

### Importance of Morality in actions

- ① Preserves ethical values of duty and respect for human dignity.  $\Rightarrow$  helps us to practice 'Golden Rule' of Confucius  $\Rightarrow$  creates a beautiful and dignified society.
- ② Virtues drive actions and morality in latter comes from 'good virtues' or traits of moral excellency  $\Rightarrow$  produces inner balance as it is the 'Golden mean' (Aristotle) between the twin vices of excess and deficiency.



③ Morality in actions ensure social harmony, public trust and respect for other's peace, freedom and rights  $\Rightarrow$  without morality, society's existence would not be possible.

④ Morality helps to maintain a clear conscience, avoid guilt or remorse and cultivate connections.

Therefore, morality is the supreme characteristic of a well-lived life.

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

This quote deals with how we are not born corrupt but it is our virtues that determine our character ultimately.

### Importance of influences on virtues

- ① school  $\Rightarrow$  determines our character and virtues. Eg: virtues of abusiveness, intolerance, apathy etc. can be learnt from teachers, students etc.
  - ② Parents  $\Rightarrow$  primary source of influence on one's character development.  
Eg: Violent people often imbibe intolerance, domestic violence etc. from home.
  - ③ Religious leaders  $\Rightarrow$  propagate communalism and hatred  $\Rightarrow$  development of intolerant and violent individuals.
- Thus, it is said, that "nature births piously, but men must have



corrupted nature to become wolves'.



## [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

### DIGNITY DILEMMA

The aforementioned case presents an example of how work stress and less incentivisation can produce issues of discrimination and derogatory behaviours among



workers.

(a) Issues involved in the case

- ① Abusive, casteist and rude behaviour of the workers against the complainants.
- ② Overworked and stress officials leading to issues of emotional management.  $\Rightarrow$  toxic workplace situation
- ③ Lack of remedy or incentivisation on part of HQ to devise any amicable resolution for its staff  $\Rightarrow$  apathetic attitude of the HQ.
- ④ Ineffective service delivery and grievance redressal of the beneficiaries.

(2) Options Available

- ① conduct an enquiry against the 4 officials and if found guilty of abusive behaviour, with HQ's

approval, remove them from service.

② Give another warning to the officials after enquiry report, so that they can improve their behaviour.

③ conduct meeting with HQ to explain reasons for irritable behaviour of employees and devise an amiable incentivisation mechanism.

④ Resign from the position to maintain clear conscience.

③ critical examination of options and course of action.

① In the first option, grievance redressal of complainants will be satisfied and it would also set a precedent for the other workers to not engage in derogatory remarks. However, firing the workers will increase the work pressure on the other officials.



- ② In second option, workers can be effectively warned and work pressure can also be eased by not firing employees. But despite warnings, the officials might continue to engage in abusive behaviour.
- ③ It can address issue of work stress and remove the root cause for worker distress. However, it is time-consuming and lead to issues with HQ.
- ④ Resigning can help the head to maintain a clear conscience but will not resolve the issue.

#### Chosen course of Action

- ① conduct a meeting with HQ to resolve the problem of worker distress by easing off work pressure.
- ② conduct an enquiry against the 4 public officials. If found guilty, they should be relieved from work to set a precedent for others to not engage in casteist remarks.
- ③ helps conduct training sessions for rest of workers to deal with work stress.

(4) Dignity refers to the maintainance of respect for human agency and autonomy. Under no circumstances, should respect for human agency be violated (Kant)

Human dignity refers to respect of individual's agency and autonomy to make best decision for oneself. Whereas

Social dignity refers to maintainance of dignity for a societal group by not violating or threatening their identity / existence.

Eg: Israel's counter attack on Gaza is a violation of Palestinian social dignity.

Dignity violations in Govt. offices

① attack against personal identity of individuals like sex, caste, race, tribal identity etc.

② Harassment of beneficiaries to access services

③ Depriving beneficiaries of their rightful, to fulfill one's own personal ambitions. Eg: corruption and mis-allocation of resources.



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

### SALES FRAUD HEADACHE

The aforementioned case deals with the issue of defrauding the customer and violation of ethical organisational culture.

## ① Ethical Issues

- ① Violation of customer rights and defrauding government's institution
- ② compromise of duty ethics on part of corrupt sales agents and government officials  $\Rightarrow$  siphoning off public resources

## (b) Business Issues

- ① Threat of black listing of company and dent on company's reputation in case of informing the govt.
- ② Firing employees who were good performers can reduce sales and profit of the company.

## ②. Options available to Mr. Sharma

- ① conducting a private enquiry against the corrupt sales agents, and if found guilty, they should be removed from service, and silently change the officials of govt.  
hospital delivery.



② Informing the government about the fraud, firing the officials and publicly apologising for the lapse.

③ Fixing the official sales agents, informing the govt. and returning the extra money charged from the hospital, to avoid blacklisting.

∴ Mr. Sharma and CEO should go with the 3rd option ⇒ it would set a precedent for other employees to remain honest and ethical, informing the government and returning the fraud money will help with company's credibility and may avoid blacklisting.

③ Reasons for the problem

① → organisational culture of giving freedom did lose the oversight over agents and provided scope for fraud.

But (B) → It was the individual's corrupt nature that ultimately forced them to indulge in unethical practices and misuse the freedom given to them.

The organisation wanted to increase the sales performance and not incentivise unethical practices, ∴ according to me, the organisational culture cannot be blamed for the problem.

#### ④ Steps to create ethical behaviour

- ① Ethics training of all sales agents to ensure development of integrity and honesty.
- ② Motiv-based review mechanisms to incentivise sales agents to improve performance, but through ethical means.
- ③ System of checks and balances



within the sales team to keep control over any unethical behaviour.

Therefore, proper action against corrupt agents, along with honesty on part of the company can help the company to resolve this problem.



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

### COLLEAGUES CONFLICT

This case represents a typical conflict of interest and professional personal dilemma.



## I Ethical Issues

- ① Conflict between duty and care as a member of vigilance dept. demands neutrality but the person concerned has been a personal acquaintance.
- ② Ajay's non-objective and partial decision-making, along with corruption and quid-pro-quo relations with ministers.
- ③ Issues of using public office for private gain and compromise of integrity.

## II Options Available

- ① Being a vigilance officer, along with necessary evidence  $\Rightarrow$  follow the secretary's orders and arrest Ajay.
- ② Informally discussing the situation with Ajay and his

family and letting him know of the evidence and secretary's orders.

③ Recuse oneself from the position and resign from the post of vigilance officer and avoid conflict of interest.

④ ① In option 1, rules and duties will be satisfied and official scouting can be withstood. But it will compromise friendship with Ajay and may tarnish familial relations.

② In ② option  $\Rightarrow$  utter disregard for rules and senior's orders, not withstand official scouting and will compromise personal integrity. But will save Ajay's personal relationships and avoid familial distress.

③ In 3<sup>rd</sup> option, clear conscience will be maintained but the situational crisis will persist.



Chosen course of action

→ Will go with the 1st option as being the vigilance official and a public servant, duty should be paramount and familial distress and personal relationships should be not in conflict with duty ethics.

④ Moral motivation in such cases should be 'Duty' because:

① Helps to avoid conflict of interest and maintains personal integrity.

② Helps in objective decision-making and resolution of moral dilemmas.

③ Maintains personal conscious and management of emotions.

Therefore, duty should be paramount moral motivation.





10. You are a young police officer 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 latthe 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

### DEPARTMENT LOYALTY CONFLICT

The above mentioned case deals with typical struggle between maintaining departmental loyalty

or remaining ruthful to public services.

## ① Ethical issues

- ① Abuse and custodial torture of miscreants by the police personnel.
- ② Informal requests to play down the incident  $\Rightarrow$  compromise of personal integrity and misguidance of inquiry.
- ③ Arbitrary police action, with procedural lapses and non-rule decision-making.
- ④ Emotional overwhelming of the police department  $\Rightarrow$  lack of use of regulation of emotions.

② As per me, principle oriented and rule-abiding police personnel must act in the following manner:

- ① After the police constable was injured by the miscreants, an FIR should've been registered against the violence



② A team of personnel should have involved themselves in investigating the details of crime scene and searching for miscreants.

③ Once arrested, within 24 hours they should've been presented to the magistrate, without any lawless custodial torture.

④ Even after the beatings, inquiry's sanctity should have been maintained and objective inquiry should've been constructed.

⑤ On inquiry's report, concerned police officers should be taken action against.

III According to me,

① loyalty to department is necessary to maintain collegiality, team-spirit and harmonious work environment, but it should not take priority over loyalty to public services, because:

- ① Public service values demand impartiality and non-partisanship.
- ② Duty to public welfare is the key mandate of civil servants and that should be prioritised at all times.
- ③ Being impartial and non-partisan in decision-making helps to maintain moral accountability, consistency, conscientiousness and courage.

Therefore, loyalty to department comes second after loyalty to public service values.



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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 to 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

### STONE MINING EXPOSÉ

The above case deals with typical conflict of interest, corruption, nepotism and nexus of politicians as opposed to environmental conservation.



(a) options available to Ashok

- ① Ignore the requests of the CMD and go ahead with the story to expose the mafia, corrupt forest officials and politician.
- ② Listen to the CMD's request but instead of taking the bribes offered, contact the SP who was also determined to solve the issue.  
⇒ help Ashok to fulfill the purpose of his investigation by arresting corrupt officials.
- ③ quietly resign from the company and forego the investigation.

(b) Critical Evaluation

- ① In option ①, Ashok's personal integrity will be preserved but he may lose his job and face the wrath of mafia-politician nexus.
- ② In option ②, Ashok can safeguard

his job and life and still pursue his objective of exposing corruption. Yet, it could be time-consuming and result might not be achieved.

- ③ It will protect his life but compromise personal integrity and may lead to guilt and remorse.

### (c) Ethical Dilemmas faced by Ashok

- ① Conflict of Interest  $\Rightarrow$  exposing his story and CMD's order along with promotion and pay.
- ② Compromise of integrity on part of CMD and politician  $\Rightarrow$  hampers objective decision-making.
- ③ Conflict between duty ethics and consequences of his action  $\Rightarrow$  threat to job & life.

### (d) Chosen course of Action by Ashok

- ① According to me, Ashok should go with ② option, because:



- 1) He will not have to directly disobey the orders of CMD  $\rightarrow$  securing his job and life.
- 2) Make use of authority and zeal of the SP to ultimately achieve the same objective of exposing and punishing the corrupt.

### (c) Type of Training for Police officers

- ① strong intelligence mechanism to tap into anonymous leads.
- ② Physical strength training to be able deal with armed violence.
- ③ Awareness generation and increased surveillance of mischief spots  $\Rightarrow$  leveraging help of locals  $\therefore$  community relations should be strong.

Thus, this case requires tact and practical wisdom to deal with problems.





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-hande3d 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 immealately 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

### CHEATING DILEMMA

This case refers to a struggle between maintaining absolute uprightness, while having unfortunate professional and personal consequences.

#### ⊕ ethical issues

- ① Use of unfair means by the students and help by senior lecturer ⇒ compromise of personal and professional integrity.

② conflict of personal and professional interest for VP  $\Rightarrow$  principal promotion, while dealing ethically with flying squad accusations.

③ Duty versus utilitarian consequentialism  $\Rightarrow$  duty says to take strict action against accused but it could hamper college funding and reputation.

## II Critical Examination of options

① simply accept the flying squad's findings and take strict action against the 2 students and senior lecturer  $\Rightarrow$  preserves personal integrity but risks promotion, funding of the college and reputation.

② Deny the accusations of flying squad  $\Rightarrow$  protect the students & lecturer  $\Rightarrow$  save personal interest to become Principal, save college's funding but can tarnish personal image among other



students and management.

- ③ Give suspension and strict warning to the 2 students & lecturer, inform the management about the flying squad's satisfaction and address the issue of cheating in a public forum at the college.

As per me, the professor should go with the 3rd option, because:

- 1) Addresses the offence committed by guilty with proportionate punishment.
- 2) Saves the college funding and reputation.
- 3) Disincentivises and sets precedent against use of unfair means in examination.
- 4) Leaves scope for preserving integrity along with personal growth and fulfillment of career aspirations.

Therefore, the following case can be dealt with suitably in this way.







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