

(Please do not write anything except the question number in this space)
कृपया इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

UPSC

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उम्मीदवारों को इस हार्जिए में नहीं लिखना चाहिए।
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Ans L Public service values are the principles that guide civil servants towards moral decisions.

Ethics in administration involves application of moral principles in the conduct of officials.

Thus, it is ~~person~~ values that set the moral standards which make administration ethical

Utility of values

values are not just for show and play a critical role in public administration by:

① Ensuring quality of service delivery

values such as competence, efficiency, effectiveness, empathy ensure that

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the service delivered appropriately addresses the need of public.

② Building good work culture

It is through values of impartiality, fairness, that civil servants can display moral leadership and build a non-toxic work culture.

③ Ensure efficient utilisation of public fund : values of integrity, non-partisanship, objectivity ensure fair allocation of resources.

④ Deals with challenge of corruption only by having moral courage, conscience, prudence can a civil servant stay away from corruption

values are essential for public servants as they enable them to perform their core functions efficiently.

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Ans 1(b) Public services deal with myriad of problems and ethical dilemmas. In the cases where values collide deciding the right thing to do becomes a case of squaring a circle.

To deal with these ^{concomitant} public servants use the approaches of virtue ethics and duty ethics.

Virtue ethics: It highlights that the morality of an action stems from the values behind it. Aristotle under this propose cultivation of ethically positive virtues like courage, benevolence.

Duty Ethics: It emphasises that civil servants should just do their duty. Kant said that duty of

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civil servants is to uphold human dignity.

The complexity of public work place demands moral pluralism & contextual application of approaches.

Values in serving public

- ① Empathy: It enable understanding of the position another person's in facilitating grievance redressal. To address the needs of women working in a construction site or brick workers in a kiln this is necessary.
- ② Impartiality: It ensures consistency and fairness in service delivery for ration shops should not discriminate while distributing grains under PM Garib Kalyan Anna Yojana.

Moral pluralism and values thus guide public servants towards "right thing to do"

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Ans 2(a) Good governance is one which which is participative and ethically responsible. Public administration and corporations both deal with multiple stakeholders thus ensuring equitable distribution of benefits and high transparency combined with accountability in decision making ensures good governance.

Differences between Corporate and Public good governance

- ① Public administrations targets the humanistic aspect of governance while corporates try to be socially responsible.
- ② Aim of good governance in public administration is common good. Corporate governance is limited to its stakeholders.
- ③ Empowering weak & vulnerable sections

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play major role in public good governance and not in corporate good governance.

Principles of good governance in corporate

- ① Principle of Fairness : corporates must ensure that all their stakeholders, like employees, shareholders, board of directors get equitable benefits
- ② Principle of Transparency : It refers to the willingness to provide clear information to all stakeholders regarding its functions like financial disclosures, operating results.
- ③ Fiduciary Principle : Directors are agents of shareholders and are in position of trust which they must not abuse for personal gains like insider trading.

Good governance is sine qua non in public administration and corporates for common good.

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Ans 2(b) Significant amount of public funds are allocated for procurement of goods and services for public programmes. These must be used in compliance with ethical principles so as to ensure good governance.

Ethical Principles involved

- ① Following the rule books: This principle is derived from the duty ethics which outlines that public servants should fulfill their obligations which in this case would be strictly adhering to the policy document.
- ② Checking Fraudulent Procurement Practices
The procurement practices should be transparent and accountable

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to public scrutiny which reduces scope of misallocation of funds

③ Need based allocation of resources for different goods and services.

This must be done to ensure quality of service delivery and remove inefficiencies.

④ The procurement happens through public funds thus the principle of frugality i.e. judicious use must be adhered to.

⑤ Wastage of resources should be avoided; leakages should be plugged.

Procurement of resources is essential part of public service and to deliver an inclusive and equitable service it should strictly follow ethical principles

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Ans 3 (a) Stakeholders interests refer to the grievances and needs of the service users.

Official obligations are the duties that a public servant has to fulfill by virtue of holding that office

Regime values are those which are highlighted by the political party in power. These ~~values~~ are usually aligned ~~with~~ with constitutional values.

Challenges: ① Stakeholder's interests might collide with official obligations. For instance compassion vs impartiality dilemma, if adhered,

② Regime values, may violate the value of non-partisanship.

Navigating: ① Impartiality and focus on one's duty helps navigate

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the challenges of regime values vs official obligations.

② Neutrality : This must be practiced by civil servants and their loyalties should lie with the government and not with the party in power.

③ Procedural laws and official obligations do not always result in just decisions, civil servants must in some cases take into account the uniqueness of human situations and appropriately design policies.
(Case ethics)

The contextual aspect of public services ~~now~~ demands that each situation is unique thus official obligations and stakeholders' interest must be balanced accordingly however regime values can be given least moral weight.

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Ans 3 (b) Emotional intelligence plays a central role in all social & human interaction. It is thus logical that lack of emotional skills of self awareness and empathy would hamper the effectiveness of social & health interventions.

Importance of emotional skills

① self awareness: It is the skill whereby a person is aware of their own emotional triggers and how they would react in that situation. It enables effective management of emotion and ensure that they are ~~challenged~~ ^{channeled} in a constructive manner while making decisions. The civil servant implementing the policies targeting rehabilitation of

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trafficked children or manual scavengers needs to adept in identifying the emotions they feel so as to make correct decisions.

② Empathy : It refers to having and utilizing the capacity to understand other person's situation and put yourself in their shoes. It is the basis of building interpersonal skills in public services.

For instance, the intervention by the public servant heading public corporation responsible for salt pans in Gujarat for betterment of their conditions and providing them with social security and safety gear is only possible if empathy is there.

Empathy and self awareness combined with other emotional skills are essential for public servants to for effective social policies.

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Ans 4 (a) Political attitude refers to the disposition an individual has cultivated towards political institutions, policies and process.

Moral attitude refers to the belief, values, behaviours towards the decision relating to morality of an action.

Impact of Moral Attitude

① studies have shown that people who have strong moral attitude i.e. it is ingrained within their character have lesser tendency to get corrupt.

They function on the principle "This is not me"

② Moral attentiveness i.e. being alertly

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aware of the consequences of their actions is also a characteristic of civil servants with deep moral attitude. This guides them towards ethical decision making.

Impact of Political Attitude

- ① It impacts their partisan attitude and affects the impartiality and neutrality a civil servant is supposed to work with.
 - ② Democratic disposition inculcates into the civil servant the tendency to make decisions by involving all stakeholders and remaining fair, transparent and accountable.
- Moral & Political attitude shape the values which affect decisions which are reflected in daily actions.

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Ans 4 (b) The disregard towards motive is the characteristic of consequentialist approach to ethics which solely focus on the ends that an action achieve.

It opines that if an action decreases overall ~~well~~ well being even if it was with good intention it is immoral and vice versa.

This approach is not complete and we cannot ignore the means used to achieve ends.

This has been highlighted by

- ① Kant : He highlighted that it is duty not ends which makes an action moral. He emphasized ~~that~~ that means should always be just for ends to be considered

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moral. It emphasised that to achieve ends humans should never be used as means. For instance, using African American population as clinical subject without their knowledge to develop the drug for syphilis cannot be justified.

Gandhi too subscribed to this approach with his methods like satyagraha.

② Virtue ethics also emphasises that only by cultivating moral virtues can any action by a person be moral. For example international aid done under pretext of humanitarian aid to forward selfish national interest cannot be considered moral.

Motivations thus play a key role in determining morality of actions.

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Ans 5 (a) Jain Tirthankars practiced the value of making promise to a higher authority regarding practicing of values like ahimsa, asteya, aparigraha, brahmacharya.

Contemporary Relevance

- ① It guides the way in the current conflict driven world order with the value of ahimsa acting as guiding value.
- ② Hyper consumerism is on the rise and people are becoming more and more individualistic. Jain Tirthankar's philosophy help us in moving towards doing good for the society.
- ③ It bring moral consistency in

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our actions and help us achieve personal credibility.

- ④ It generates respect for all living beings and addresses the issues of animal cruelty and xenotransplantation
- ⑤ It is relevant in the current context of social media's influence on our actions and humans becoming increasingly consequentialist.
- ⑥ Environmental conservation issue can be addressed as Jain Tirthankaras placed high value on nature.

Jain philosophy thus remains highly relevant in contemporary world.

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Ans 5 (b) International relations are driven by primarily national interests, human rights and international morality based in democratic principles.

These are basis of economic sanctions applied on countries but it results in ethical dilemmas like

① sovereignty vs Morality

A nation's sovereign rights, which is basis of current international order, are violated in the process of stopping trade with countries on which such sanctions are imposed. The country facing such sanctions also finds its sovereignty & strategic autonomy compromised.

② International interest vs self interest some sanctions are guided

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by advancement of self interests under the guise of upholding international morality.

Balancing these dilemmas

- ① Strategic autonomy should be given priority until and unless gross violations are proven.
- ② Transparent and accountable ^{methods} ~~measures~~ should be established to judge the validity of such sanctions.
- ③ The effectiveness of such sanctions must be monitored and it should be seen whether they are actually bringing any change.
- ④ ~~to show~~ Policy makers should prioritize national interest by weighing pros and cons of complying.

Thus in the complex arena of international politics transparency should be brought.

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Ans 6 (a) Every action stem from the thought . war follows the same pattern .

Love as a universal value helps us develop the tolerance and acceptance required to live in harmony and peace.

Gandhiji aimed towards widening of circle of love so that it covers the whole world. Doing this would help us avoid conflict and war

Buddhist idea of "Metta" takes this idea further and aims to build an environment where everyone wishes each other's well being.

Thus LOVE by promoting the considerations towards each other's well being is an important defence against war

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Compassion means the ability to sense other's suffering and to partake in it.

war by nature creates suffering for masses which compassion if practiced would prevent.

Ashoka is a stellar example of the idea of compassion. He renounced war as he understood the suffering faced by people.

By doing this he established the culture of peace marked by compassion.

Compassion and love thus can be the answer to the present world of conflict and polarisation resulting in wars.

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Ans 6 (b) To be able to perform such actions, motivation behind which becomes the universal law refers to the principle of integrity of means and imbibing human values of non-violence, righteous conduct, Truth in our actions.

Gandhiji pointed out that it is the methods alone that matter and these are methods used to serve the need of public.

The sanctity of the principles behind these methods should be such that they become universal law. For instance no method of satyagraha.

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only by achieving this a person achieves the goal of a well-lived life.

Aristotle points out that every action is within our control and every virtuous or moral choice we make stems from within us. Thus to live a worthy life we should make worthy choices and cultivate such virtues that produce a good life.

The moment the maxim behind our actions becomes the universal law we become capable of answering the universal question of "what is good about us".

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Ans 6 (c) "Tolerance is a universal law"
- solzhenitsyn

Human diversity is a reality
so is our thought process,
only by cultivating mutual
tolerance is coexistence thus
possible.

Jacques Derrida highlights the concept
of Aporia where by we should
not be excessively loyal to
one truth. ~~only~~ This loyalty builds
the basis of intolerance towards
others and Truth is always
distributed and should be view
from various angles and lenses.

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Tolerance practiced at society level demands that minority's view point should be respect and accommodated.

At individual level it derives inspiration from Kant's idea of respecting every person simply because they are human.

Thus it becomes the golden rule of human conduct. ^{Voltaire} ~~As~~ ~~Montaigne~~ points out tolerance is the panacea for humanity.

It is due to this characteristic it is being promoted in international and national settings to establish peaceful co-existence in a plural world.



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Ans 7 (a) The issues are ranging from misutilization of funds to defrauding the company. Under these circumstances the options are:

① Firing Mr Rahul Mehta: It will establish deterrence and is in consonance with the professional values.

② Setting up an internal enquiry: Impartiality and fairness are crucial in corporate good governance and all parties must be heard.

③ Deal with the irregularities first: Profit is the aim of corporates and the most consequential choice for the company would be to plug the leakages and correct financial irregularities.

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(b) The issue are :

① Defrauding the company : By creating false reports Mr Mehta compromised on transparency that is a basic principle of corporate governance

② Breaching fiduciary responsibility

The trust of clients and share holders was breached as Mr Mehta passed on information of lucrative contracts to select vendors.

③ Using office for private gain

Mr Mehta by colluding with vendors served his own interest at the cost of company's interest.

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Ans (c) Given the above issues my options would be evaluated on corporate ethical principles. After evaluating I have decided to ~~reject~~ immediately fire Mr Mehra because:

- ① It will create a clear sense among the other position holders to act responsibly
- ② It will send the clients the message regarding company's seriousness towards this issue.
- ③ It will help in plugging the leaks in the system and help in fiscal consolidation
- ④ The resources required for inquiry are scarce thus firing becomes the best option.

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Ans P (a) The ethical issues involved range from obligation towards official responsibility to ethically questionable punishment in this case. The issues are:

① Obligation to duty vs compassion dilemma

As a civil servant public interest take primacy however this ~~is~~ should be within scope of duties thus creating dilemma.

② Mis allocation of resources

The adherence to ethical principles while allocation to schemes ~~is~~ must which was violated in this case by the school officials.

③ Defrauding the government

The school officials hid their diversion instead of going through proper channel. This might have created the problem of improper diversion of state resources.

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(b) Under these circumstances the options are

- ① Punishing the villagers as per norms: This will ensure compliance with Kantian Ethics and establish order.
- ② Turning a blind eye: It will be giving primacy to value of humanness that villagers have shown.
- ③ contacting the HQ for special ^{relaxations} ~~conditions~~ in this case: The violation of rules must not go unnoticed however uniqueness of human situations must be taken into account.

(c) The following is the evaluation of options

- ① Punishing the villagers as per norms
This will be in compliance with rules however would not

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give weight to the compassionate element of the case.

② Turning a blind eye: This might be the answer to compassionate appeal however it will compromise professional integrity and open avenues for further transgressions

③ contacting HCP for relaxation in punishment
This option ensures professional integrity and at the same time addresses the compassionate element. Thus this option will be chosen by me.

(d) Care ethics ~~is~~ considers the uniqueness of human situations but it should not be used when it is in blatant opposition to set procedures. A mix of duty ethics and care ethics is the way to go in distress situations.

Ans 9 (a) Following ethical issues are noticed

① using human beings as means

This violates Kantian principle of never violating human dignity and their actions and goals should be decided by them.

② Privacy concern : The information about ourselves is very private to us and use of it without consent is ethically impermissible.

③

(b) The options are :

① Establish inquiry against the insurance agents : Transparency is an important component of the service and thus insurance agents should be held accountable for their actions.

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② ~~It~~ ~~teach~~ Organise interaction with village people to clarify the situation : ~~It~~ The interactions act as emotional bridge and will help in effective development of awareness regarding the issue

③ Organise workshops spreading digital literacy : ~~It~~ Structurally answering the situation is important to resolve long term problems.

(C) I will choose organising workshops to spread digital literacy as:

① It will help in empowering the villagers so that they will not be defrauded in such a way.

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② It is in line with capabilities approach of ethics whereby well-being stems from capability to make own choices

③ It upholds the dignity of humans as ends in themselves.

④ It will prevent future such incidents

(d) To A better way to promote the Bima gojama, essential for social welfare, is when insurance agents educate the villagers about the benefits of the choice they are making. Thus combining insurance penetration with awareness is the best approach.

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Ans-10 (a) The options available are

① To go to media : Transparency and accountability is a key value in service delivery which should not be compromised and brought in front of people.

② To stay silent : self interest and safety can take primary in the decisions made in such dangerous situations.

③ contact the MP of the region

~~The~~ The political executive should be ~~held~~ informed regarding the issues of a district to ensure accountability

(b) Considering the pros and cons my chosen course of action would be to go to media. It is based on:

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(a) It ensures coherence between personal morality and professional integrity.

(b) It helps the conscience to settle down.

(c) It ensures quality of public service delivery.

(d) It may give the police the boost needed to start the investigation.

② The ethical issues here primarily stem from external influence on service delivery. They are:

① Political influence compromising service delivery: The issue of political interference in investigation by police is clear violation of public's rights.

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② SP's unfulfilment of his duties

The duty should be done for duty's sake and not be guided by external factors.

③ Compromising quality of public service delivery : The actions of castles lead to reduction in trust of public in government's ability to provide services

(d) (i) strict implementation of laws unaffected by political biases should be the course of action of police

(ii) civil society must be made aware of such transgression and they should assert their voices

(iii) Regulation regarding these basic services should be made stricter.

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Ans 11 ① The issues in this case stem from a toxic work culture. The person that should be held responsible is the project leader because:

① He/she did not initially ensure that adequate staff requirements were met such that they would be able to fulfill their obligations.

② Under the pressure of deadline instead of hiring new workers or asking for extension from ~~proper~~ proper channels, the existing workers were loaded with extra tasks creating an issue of work life balance.

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③ As the project leader, the moral accountability of the project's failure lies on the leader however the lack of integrity is clearly displayed in the blame games that went on after the accident.

④ The inefficiencies in the project were not tackled appropriately causing the initial delay.

(b) Some common emerging issues with Artificial intelligence's rise are :

① Privacy concern: AI runs on data which is generated through the users. This can sometimes be without consent.

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प्रश्नसंख्या को इस स्थान में नहीं लिखना चाहिए
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- ② Human jobs are being taken over by AI creating a sense of job security.
- ③ AI can be weaponised creating unmanned intelligent weapons causing immeasurable damage.
- ④ Cyber attacks using AI are also becoming prevalent.
- ⑤ Plagiarism of content by AI has raised ethical issues under Intellectual property rights.
- ⑥ The use of AI to produce indecent images of people using Deep fake has further exacerbated ethical debate regarding AI.

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Ans 12 (a) The ~~issues are~~ rooted in
accountability vs innovation dilemma.

(a) These issues arising are:

① Less reporting of whitecraft
related issues: This shows the
lower level of awareness among
the victims and also probably
the inadequate reach of government

② Accountability vs innovation dilemma

The answerability a public servant
has regarding the compliance with
rules may kill the innovative
element

③ Unfair allocation of funds: The structural
problems of the areas are
identified as primary problems and
directing funds towards another
problem may not seem fair.

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उम्मीदवारों को इस इतिहास में नहीं लिखना चाहिए।
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(b) The allocation of funds to witchcraft related activities can be just based on:

- ① Uniqueness in such situations must be given primacy.
- ② It will empower the weak and vulnerable sections of the population.
- ③ It will unearth the gross human rights violations occurring in the region.
- ④ It will boost social indicators as it's impact would be faster than the road or other structural projects.
- ⑤ It will provide capability to women in the community for living a normal life.

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न लिखें।

~~Part~~ (c) The lack of communication of
issues can be removed by:

- ① Involving NGOs & ASHA workers
in raising voice for these
cases in the public offices
- ② Establishing a Jan Sunwai Kendra
in the hinterland which can
be accessible to women to
increase the reach
- ③ Dealing with patriarchal bias
that might be the reason
behind less reporting.
- ④ Organising workshops to increase
literacy about values and human
dignity among the tribals chipping
off small chunks of deep rooted
biases.

