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(Specimen Answer Booklet - For Practice Purpose Only)

Ans 7(a) The ethical issues here are primarily rooted in faulty work culture and neglectful quality of service delivery which resulted in loss of life. The can be delineated as:

- ① Professional duty vs compassion: As an inquirer my duty is to conduct fair inquiry but it may result in suffering to those who may not be involved.
- ② Lack of professionalism: This is seen in both maintenance team and the driver compromising professional ethical values.
- ③ Fixing the responsibility: The complexity makes it difficult to hold any one person culpable affecting the accountability in governing process.

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उम्मीदवारों को इस स्थान में केवल प्रश्न संख्या ही लिखनी है।
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(b) The options available are:

① To follow the procedure: As ~~an~~ the

head of safety it is my professional obligation to ~~give~~ ^{follow the} procedures and do my duty.

② Concealing Driver's intoxication: This

is based on compassion towards the driver's family who are not in any way responsible for the accident.

③ To make special note distributing responsibility between driver and the maintenance crew demanding adequate measures to be taken. This might result in an utilitarian outcome.

④ To setup robust accountability mechanisms in the department to provide long term solution.

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- (c) It is more ethical to focus on broader systemic issue of maintenance failures because:
- ① Duty Ethics emphasizes commitment to service which is been lacking in the maintenance crew's work culture. The driver's case might be just one off incident.
 - ② Care ethics highlights that uniqueness of human situations must be taken into account thus making the systemic failure of maintenance crew more ethically responsible
 - ③ Fixing responsibility on maintenance crew would maximise the welfare of public by avoiding further disasters which is compliant with utilitarian approach.

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Ans 8(a) The ethical issues here are :

- ① Accountability vs Procedures : Ethical governance is rooted in accountability however some matters cannot be revealed when they concern national interest.
- ② Shifting of Blame : The superior does not show ethical leadership quality by shifting responsibility onto you when you were acting on his instruction.
- ③ Privacy concerns : The leaking to email trail reflects that the privacy of an individual is at risk.
- ④ Transparency concerns : The act of intentionally keeping information vague highlights issue of transparency.

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(b) The options available are :

- ① seek legal advice → This would be compliant with a public servant's responsibility of being aware of legality of matters.
- ② Escalate to your superiors regarding why you followed the course of action you did → This will be compliant with organisational ethical values
- ③ Ensure transparency & Accountability
Public servants should clearly tell the applicants regarding the procedure involved while giving out sensitive information rather than giving out vague informations.
- ④ ~~Do not~~ Tell the media that you just acted on your superior's orders.

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(c) The dilemma can be navigated by:

- ① The departments should clearly put out what information is under RTI & what is not.
- ② The department should be proactive in making public the information that can be revealed to reduce need for RTI.
- ③ Departmental procedures should be made robust so that accountability can be fixed clearly.
- ④ legal frameworks should be proposed which delineate which matters come under national security and only those must be hidden.

Thus, the argument between national security and accountability presents a complex situation for civil servants which must be dealt in an integrated manner.

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Ans-9 The situation represents clash between social ~~values~~ values and professional ethics and following issues arise

- ① Ethical Issues: The patriarchal values of the society are clashing with your professional responsibility to develop the villages.
- ② Administrative issues: The brewing discontent can result in complete failure of the scheme thus presenting the challenge of effectively administering the scheme.
- ③ Emotional issues: The situation is stressful thus stress management is a key factor here. The social awareness as highlighted by Daniel Goleman is also the required emotional competency.

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(b) The actionable options are :

- ① Co-ordinating with the N40+ to include men under the scheme too. This will make it participative.
- ② ~~Stop~~ ~~of~~ Informing elders regarding the nature of videos : This is in line with the value of transparency and will make the elders more aware.
- ③ conducting workshops educating people about need for gender empowerment. This will work as the base on which the scheme can be carried out.
- ④ stop the scheme : This is in line with the utilitarian approach of ensuring welfare of maximum by maintaining status quo and easing tensions -

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(c) The leg pulling attitude stems from deep rooted patriarchal values which can be dissuaded through:

- ① Involving men in the process and specifically educating them regarding importance of women empowerment.
- ② To run campaigns to counter the propaganda of women being led astray by the program.
- ③ To make the complete process more transparent so that no more misconceptions are formed.
- ④ Employment opportunities should also be created to engage the men and women.

Supplementing women empowerment schemes in traditional settings ^{is} ~~is~~ a struggle which must be faced with ^{is} ~~is~~ courage.

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Ans-10 The ethical issues which here are:

- ① Professional integrity at stake: compliance ~~would~~ with Mr Sharma's demand would result in violation of professional ethical values of impartiality, firmness and competence.
- ② Undue influence: politicians and bureaucrats often collide over matters of public service delivery and politicians resort to undue influence.
- ③ Procedures vs Empathy: following procedures would delay the empowerment of weaker sections of the society which is a core purpose of public service.
- ④ Politician-Bureaucrat nexus: Agreeing to Mr Sharma's demand may open future inroads in to department leading to further discrepancies in procurement process.

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(b) Utilitarian perspective by J.S. Mill highlights that the motives and means used to conduct an action do not matter and only if consequences are good ~~for~~ the the action is ethical.

Whether utilitarianism justified being compliant with Mr Sharma's request can be seen from two angles.

① In the short term it would result in happiness of the slum dwellers thus justified.

② In the long term it would potentially lead to sub standard construction of housing, political interference in development process thus reduce the welfare of public.

Thus, utilitarianism cannot be used to justify for being compliant.

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(c) virtues held by public officials like impartiality, courage, prudence, justice, integrity are critical for a them to make decisions which result in overall welfare of the public and secure personal integrity. They can be used to guide actions as shown below.

- ① Courage would enable Mr Kumar to pursue moral objectives in face of oppositions even if we has to bear professional & personal risk
- ② Impartiality would result in protecting sanctity of procurement process thus ensuring correct utilization of public funds
- ③ Integrity results in coherence between actions and values held ensuring personal credibility.

political influence is a hurdle that can only be crossed by holding steadfast to one's moral anchor.

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Ans-1) (a) The ethical issues here are:

① Problem of too many hands: The accountability mechanism is complex and diffused creating confusion regarding "who is responsible for what and to whom".

② Quality of service delivery has been compromised as grievance redressal is ineffective in this case.

③ Fixing all the responsibility on Mr. Rao highlights work culture issue where all pressure is put onto one person.

④ (b) The options available are

① Centralizing the accountability mechanisms
This would result in effective grievance redressal and reduce delays & approval.

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② Engage the public & ^{other} stakeholders
→ This ensures that the governance and development process is participatory and inclusive.

③ Establish an inquiry which would suggest on what should be the procedure ~~so~~ when such situation involving complex interlinkage between different departments ~~so~~ occurs and submit it to superiors.

(C) Ms Rao should :

① First engage with the stakeholders and map out the course of development and progress of the project at hand to expedite it.

② She should then establish an inquiry. This would enable her to clear out the

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path for other such development projects in the future.

By taking care of both long term and short term issues she will ensure sustainable and participative process of development.

(d) Ms Rao's accountability can be argued using the following arguments:

- ① She was incharge of the project and was responsible for co-ordination at which she performed poorly thus failing to display ethical leadership and competency.
- ② However, it is not a personal issue rather the failure is due to systemic problem of acquiring clearances.

Thus she should be held accountable but only in the proportion which is due to her inefficiency.

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Ans 12 The issues here arise from primarily work culture problems and they are primarily:

- ① Ethical issues: Mr Gupta's actions has created a toxic work culture causing psychological harm to other people.
- ② Administrative Issues: The efficiency that Mr Gupta brings on the table makes him indispensable thus taking action against him would bring down department's effectiveness
- ③ Emotional Issues: Ms Sharma must exercise empathy here and use it guide her actions as the situation has become tense and interpersonal skills must be put in to use.

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Ans 12(b) The ethical principles guiding Ms Sharma should be:

- ① Ms Sharma should follow her professional obligations and do her duty by taking strict action against Mr Gupta.
- ② The utilitarian principles too guide Ms ^{Sharma} ~~Gupta~~ as to establish a healthy work environment the happiness of all stakeholders must be taken into account.
- ③ Ms Sharma should also be guided the capability approach as the toxic work culture is compromising welfare by impinging on the capability of bodily health.
- ④ Virtue like impartiality, fairness and empathy can enable Ms Sharma to understand view of all stakeholders.

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(c) Long term strategies that can be used are:

- ① Establishing accountability mechanism within the department to make it easier for employees to approach.
- ② A culture of mental wellness must be established by organising regular workshops.
- ③ Psychological counselor can be employed to ensure that workers are healthy.

These will induce the culture of inclusivity & respect by:

- ① Ensuring participation of all stakeholders
- ② It will prevent abuse of authority and will encourage tolerance.
- ③ It would enable gentle relaxation of mind increasing worker productivity and inclusive tendencies.

A healthy work culture must not be compromised for efficiency as in long term it would have negative consequences.

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Ans 1 (a) Public officials have personal interests which might collide with public interests creating a situation of conflicts of interests. The following can be used to navigate between:

① Personal interests & official duties

(i) A public official should just focus on his duty for duty's sake and not for any results (Kant)

(ii) The aim of public servants by performing official duties is to maximize welfare and this should be ~~the~~ the only focus. (Mill)

(eg) a public servant in charge of judicial function should nurse in case of conflict of interest.

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② Private inclinations and Public obligations

(i) Impartiality should be the first public service values which must be subscribed when such a conflict of interest arises (eg) contracts should be given impartially to ensure fairness.

(ii) Neutrality helps public servant navigate around the pitfall of partisan tendencies and maintain the professional integrity.

As John Rawls observes, public servants should use a veil of ignorance while making a decision which will induce objectivity in their decisions and prevent any conflict of interest.

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Ans 1 (b) Immanuel Kant's philosophy is very pertinent for the civil servants in the contemporary India. His major ideas are:

- ① Humans should never be treated as means rather as ends in themselves
- ② Duty should be performed for duty's sake without any reward's desire.

Pertinence to Indian Civil Service

- ① Indian civil servants face the crimes involving serious human dignity violations like human trafficking, child labour, forced sexual labour, organ trafficking thus Kant's idea that each human should

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be able to autonomously set his goals, objectives & ambitions makes it pertinent for civil servants to carry out their duties ^{eg} Rehabilitation of trafficked women in Dantewada by skilling them in bakery skills.

② The problem of corruption is a plague in Indian bureaucracy which ~~also~~ results in misutilization of public funds, inefficient service delivery and overall trust deficit between the public and government.

Thus following the doctrine of duty for duty's sake or Nishkama Karma can remove this.

Public service in India must thus become duty oriented and respect human dignity for effective functioning.

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Ans 2 (4) Abraham Lincoln observed that to observe a man's true character he should be given power. This fits well in case of public services who are bestowed with immense responsibility + power

Power + Public Service

The public servants hold power over:

- ① The public exchequer which is to be used for implementation of schemes like Jan Aushadhi Yojana.
- ② Financial and Bodily integrity and capabilities of people. An Indian Revenue Service officer can seize a person or business's asset while an Indian Police officer can imprison people under several laws which can have disastrous impact.

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Thus concept of power is intricately linked with service.

Concept of Power and Ideal of Service

They complement each other as only by following ideals can civil servants use power responsibly.

This can be seen through:

- ① Integrity is basic ideal of service which is crucial in exercising power with respect to service users & supervising colleagues. For instance, ethical leadership can only be displayed by being integral.
- ② Impartiality and fairness are sine qua non for exercising power. A civil servant who is fair sets right precedents and work culture of fairness for future power use. Power and ideals are integral to public service and the use of power should be within bounds of ideals.

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Ans 2(b) human values are universal values that help us understand the relatedness & connectedness of the whole human family.

Public service values are principles that guide the conduct of civil servants so that they act in a moral manner.

Human values & Public Service Values

They complement each other which can be seen by:

- ① let us consider the case of COVID-19 where health workers, police personnel worked tirelessly even at risk of their lives. This represents a synthesis of dedication to duty (public service value) and love for human kind (human value)

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② Justice is not only following set precedents to ensure transparency and accountability as shown by public service values, it also involves considering the uniqueness of human situations highlighted by human values. The case of home based schooling program for disable children by Delhi government is an apt example for this.

③ The effectiveness and appropriateness of quality of service delivery can only be ensured by mix of public service values and human values. A civil servant must first understand the need of ~~services~~ ^{women at construction site} and then establish transparent mechanisms for addressing the need. Public service values & human values are the foundation of public services as before being a public servant he/she is a human.

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Ans 3(a) Civil society is the primary recipient of service and the victim of corruption thus its role is indispensable in tackling corruption and official misconduct

Role & significance

- ① Civil society ensure accountability which is the basis of ethical governance. RTI, citizen charters are the means through which civil society checks the official misconduct
- ② It ensures that laws made are just and comply to ethical principles and thus are effective in checking corrupt practices & being just a hollow ~~prop~~ instrument.

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- ③ Civil society raises voice of weaker section highlight neglect ⁱⁿ dedication towards duty by civil servants. NALSA judgement highlighting systemic neglect towards 3rd gender is a proof.
- ④ Civil society also acts a pressure group when the quality of service delivery is compromised. Delhi Jal Board made checking the water quality regular & imposed penalties for lapses under pressure from civil society.
- ⑤ It has the capability to check politician-bureaucrat nexus by demanding transparency in mechanisms of utilisation of public funds
- Civil society is the base of democratic governance ensuring the bureaucracy does not go astray.

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Ans 3(b) The views of feminist ethicists like Karen Gilligan are based on some evidence however are not completely true.

There are no studies proving that women are "more emotional" but it cannot be denied that women have introduced into ethics a different perspective. -

Different perspective introduced

The discourse of ethics was largely controlled by ideas of Kant & Mill who focused on duty & utilitarianism and very little focus was given to "care" aspect of ethics.

This approach was popularised by ethicists like Gilligan and Noddings

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and it prescribes prioritisation of relationships over rules and ~~was~~ is based on:

- ① ~~was~~ Having and utilising empathy to build relationships.
 - ② To be willing to listen to problems of others and put yourself in their shoes.
 - ③ ~~For~~ To understand and address unique needs of human situations even if it means diverting from rules.
- This can be seen through the efforts to counter ~~with~~ craft which are being taken in the tribal belt of Chhattisgarh region by diverting funds earmarked for infrastructural development.

It is not the emotional aspect rather the care aspect that is relevant from discourse of feminist theorists.

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Ans 4(a) "It is more honourable to be right than to be law abiding"

- THOREAU

Legal directives are the guidelines used by government to control the behaviour of civic servants.

Ethical considerations are the moral principles that define the goodness of an action

Handling conflict between law & ethics

Law is the required external control while ethics are the internal control mechanisms both playing significant role in decision making of an administrator.

To navigate the conflict between the two administrators can:

- ① Look into the justness of law



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and reject it if found incompatible with the ethical values.

As Martin Luther King observed that ~~it~~ just like it's our duty to ~~to~~ follow just laws it is our duty to reject unjust laws, civil servants can use this tool of civil ~~at~~ disobedience to deal with unjust laws.

Civil disobedience entails demanding change in sections of laws which are deemed unjust by administrators. However such protests must be non violent and do not threaten the stability of state (John Rawls)

~~Thus~~. Civil servants may thus be trapped between ethics & law and should use an integrated approach if laws are just & reject the laws if they are unjust.

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Ans 4(b) Family & Educational institutions are the basic institutions that shape the foundational values held by a public servant which guides his/her action.

Role of Family

Winston Churchill observed that it is in the family that the most powerful virtues are created and enforced. This can be due to

- ① Family teaches the basic values of honesty. If parents follow the practice then it will be imbibed in to the child
- ② Family also enables a civil servant in becoming capable of maintaining professional integrity. For instance, if the needs of family are limited then civil

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servant has no dilemma between family obligations and professional duty

Criticism: some however point out the stark difference between family ethics and ethics civil servant might have. The father might take dowry but son might oppose it

Role of Educational Institutions

- ① schools induce punctuality within the civil servants.
- ② They are first centre where we learn tolerance
- ③ schools give knowledge about secular ethics
- ④ schools are the place where a person spends maximum time thus impact is long lasting

family & educational institutions thus are key in civil servant's value system formation.

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Ans 5 (a) Attitudes are dispositions that a person hold towards an idea, institution or group.

Positive attitude towards weaker sections can be inculcated among the civil servants by:

- ① Promoting the value of dedication to duty which has inherent idea of maximising welfare of weaker sections.
- ② Organising sensitisation training through platforms like Karanyogi and arranging field visits for the civil servants.
- ③ Persuasion & influence can be used to alter their attitudes through direct experience of

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exposure to suffering that weaker sections face.

④ Civil servants should be encouraged to give primacy to values like compassion even if it means subverting the rules a little.

⑤ Transparency and accountability mechanisms should be made robust to ensure the benefits reach the vulnerable sections. Citizen charters, e-governance initiatives are way to go.

Civil servants must work for the benefit of weaker sections and this should be ensured by creating appropriate framework and culture.

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Ans 5(b) Whistle blowing has emerged as a popular tool to expose the moral practices of corporates.

Whistle blowing as the missing piece

The idea of incompleteness of ~~whistle blowing~~ corporate governance without whistle blowing is not completely relevant because:

- ① It goes against the legal responsibilities an employee has towards the company and should be used only as a last resort.
- ② Whistle blowing creates an environment of mistrust in the corporate which can affect the work efficiency.



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however it's importance cannot be disregarded as seen by:

- ① Jeffrey Wigand, who blew the whistle on Tobacco companies, was responsible for making the world aware about the induced addictiveness of cigarettes.

Cases like these highlight importance of whistle blowing. Corporates should practice the principles of fairness, transparency, fiduciary responsibility to eliminate the need of whistle blowing.

Thus, whistle blowing though important should not be promoted as a norm.



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Ans b(a) The statement underscores the presence ~~rated~~ of both external & internal controls over moral actions and what role they play in it.

In the contemporary context it becomes relevant because:

- ① The diversifying nature of crime like cyber crimes, narcotics trafficking can ~~no~~ only be tackled if both laws and moral development of people are kept in to mind.
- ② Conscience is the inner voice that stops us from doing actions which go against & our moral framework. In the present world of hyper consumerism



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and ends justify means conscience plays an indispensable role.

- ② laws have their own importance by creating an environment of deterrence and ensuring safety for maximum amount of people. Sexual Harassment Prevention Act, 2013 is a case in point.

It is only by integrating law and conscience will we be able to achieve the aim of development of moral attitudes among people and ensuring moral actions.

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Ans (b) The statement highlights the need of having strong moral values in administrators.

This was reciprocated by Bismarck in his statement that it is impossible to govern when civil servants are bad even if ~~the~~ laws are excellent.

Underlying Ideas

- It highlights that the goodness of an individual comes from within and no matter the controls placed if there is moral ambiguity within a person they will not work.

In the contemporary world of ~~data~~ digital misinformation, corruption

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and wars this idea becomes relevant. some cases are:

- ① The inability of government to curb the spread of deepfakes violating the integrity of person despite legislation.
- ② The rampant corruption despite laws like Prevention of Corruption Act, bodies like Enforcement Directorate on the contrary the example of unmanned shops in Japan, unsupervised stationary initiatives in Tamil Nadu schools highlight how goodness requires no laws. Goodness is the reason why people act in ethical ways and not the fear of laws.

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Ans 6 (c) The statement highlights that the virtue of following duty has different impacts in different settings.

Usefulness in work

- ① Following duty makes one incorruptible and establishes personal credibility
- ② It helps in fulfillment of professional obligations and establishes competence in the workplace
- ③ Organisational values are adhered to by following duty and thus creating a accommodating work culture

However the same sense of duty can be offensive in ~~public~~ private context

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Offensive in Personal Relations

- ① sense of duty can make one disregard the emotional aspect that relations require
- ② strict adherence to principles can shadow the care aspect

Relevance in contemporary situations

- ① work life balance can only be maintained in this hyper utilitarian world by using sense of duty ~~compassion~~ contextually.
- ② The rising rates of divorces also highlight the lacking emotional content from relations

Thus, it is only by balancing use of sense of duty can we produce a good life.