VAJIRAM & RAVI

GENERAL STUDIES

Ethics Enrichment Program-2024

Ethics Full Length Test

Time allowed: Three Hours

Maximum Marks: 250

ADMIN. NO.:

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SUBMISSION DATE:

UPSC CSE 2024

AIR-145

QUESTION PAPER SPECIFIC INSTRUCTIONS

Please read each of the following instructions carefully before attempting questions:

*There are **TWENTY** questions printed in **ENGLISH**. All the questions are compulsory. The number of marks carried by a question/ part is indicated against it. Word limit in questions, wherever specified, should be adhered to. Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.*

Q No.	Marks	Q No.	Marks	Q No.	Marks
Q1	/10	Q6 c)	/10	Q13	/20
Q2	/10	Q7	/10	Q14	/20
Q3	/10	Q8	/10	Q15	/20
Q4	/10	Q9	/10	Q16	/20
Q5	/10	Q10	/10	Q17	/20
Q6 a)	/10	Q11	/10	Total	/250
Q6 b)	/10	Q12	/20		

Evaluator Code: _____

Parameters		Good	Average	Needs Improvement
Conceptual Understanding				
Understanding Demand of Question				
Structure	Introduction			
	Body			
	Conclusion			
Presentation-Illustrations, flowcharts, diagrams, etc.				
Language and Handwriting				
No. of Questions Attempted				
Adherence to Word Limit: Yes/No				

Evaluator/Reviewer Suggestions

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Evaluator/Reviewer Suggestions



All the Best

(Don't write anything in this part)

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Section - A

Answer the following in not more than 150 words each: Each Question carries 10 marks (10marks x 13 = 130 marks)

1. Write short notes on the following in 75 words each:
(i) Role of Intellectual Integrity in administrative decision making.
(ii) Role of Citizen Charter in good governance. **(10 marks, 150 words)**

~~Intellectual~~ Intellectual integrity refers to application of critical thinking, analysis in all circumstances.

Role in administrative decision making :-

1) Dealing with varied interest groups
   (eg) → ~~con~~ contract assignment, public protest.

2) Helps overcome any personal bias, prejudice → objectivity.

3) Helps innovate → overcome infra structural hurdles
   (eg) Arm strong Pune (IAS) → ~~b~~ built road through crowdfunding.

4) Provides for adaptability and continuous learning → Domain expertise (2nd ARC).

Intellectual Integrity accompanied with dedication to public service

(Don't write anything in this part)

(Don't write anything in this part)

and respect for moral law can help with good governance.

ii) **Citizen charter**

It is a public document, which specifies the goal, objectives, vision of a public institute and the services and standards it offers to people.

Role in good governance

1) Makes the public office accountable
2) Awareness among citizen about their rights and expectations
3) provides choice and value for money
4) Grievance redressal.

Lacunas

1) outdated and not inclusive
2) public feedback and consultation not taken
3) vernacular hurdles.

Way forward

1) Must for each public facing institute
2) leveraging technology → AI for multilanguage availability.

Thus, by following **Sevottam Model** good governance can be achieved

(Don't write anything in this part)

(Don't write anything in this part)

2. Compare and contrast the roles of family and educational institutions in value inculcation. How can these two institutions complement each other?

(10 marks, 150 words)

Family and educational institution are the prime social institutions for early value inculcation through socialisation.

Family	Educational Institution
1) The first place where values are learnt	1) Often the second step for value inculcation
2) values learnt :- Responsibility, compassion, cooperation, religious values.	2) values learnt - Tolerance - Discipline - leadership - ~~Respecting~~ mutual respect
3) Mode :- - child rearing - learning by observation - Allegory eg - Moral stories - operant conditioning	3) Mode :- - curriculum - extra curricular activities - sports - rallies - Pedagogy style.

(Don't write anything in this part)

(Don't write anything in this part)

4) Challenges
- dysfunctional families
- working parents
- reduced interaction
- nuclearisation

4) Challenges
- commercialization
- Examination becoming end in itself
- No innovation in pedagogy

SCHOOL complement family

1) Cross cultural exposure and teaching (eg) secular values
- Sarvadharm sambhav

2) Teachings related to problems arising from globalisation and new technologies.
(eg) consumerism, social media ~~studies~~.

3) Emotional Intelligence development
- social interaction

Family complement schools

1) Inculcating values of 'Eudaimonia'
- purpose of life → virtuous life [Aristotle]

2) Broader meaning of success and enabling thinking beyond one's self interest.

3) Combat the social ills of patriarchy, corruption

Thus, the two institutions can enable holistic value development of an individual

3. "Tolerance is not just about accepting differences; it is about appreciating and celebrating diversity." Discuss the importance of tolerance for governance. How can civil servants foster a culture of tolerance and inclusivity in a diverse country like India?

(10 marks, 150 words)

Tolerance has been identified as one of the core public life values by NOLAN'S committee.

Importance of tolerance for governance :-

1) Essential to foster social capital
   (eg) - mutual trust and respect
2) ~~Inculcates~~ crucial to practice empathy by the officials.
3) promotes Inclusivity
   - Article 25, 26, 27, 28 → religious freedom
4) Recognition of special needs for special sections
   (eg) - Jiyo parsi scheme.
5) promotes good leadership
   → helps bring best of the team
   (eg) Kiran Bedi - Tihar Jail revamp.

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(Don't write anything in this part)

(Don't write anything in this part)

Civil servants can help foster a culture of tolerance and inclusivity

1) Becoming role model.
   (eg) IAS of Bihar ate the mid-day meal cooked by SC to encourage people do the same.

2) ~~Exerci~~ Excercising empathy.
   (eg) IAS Prashant Nair - operation Sulalmani

3) upholding objectivity and impartiality → unbiased, fact based decision making → Public trust

4) Transparency and Accountability
   - Public participation → monitoring
     - Policymaking
     - Policy implementation

5) Social Influence and persuasion.
   - # Sabka saath Sabka vikas.

" We all are interconnected, the sooner we understand the better for us".

(Don't write anything in this part)

(Don't write anything in this part)

4. "A person's character is most accurately revealed in their private life, not their public persona." Critically examine this statement in the context of public servants and their ethical conduct. **(10 marks, 150 words)**

Private life deals with ~~[illegible]~~ intimate relations like family, friends and is based on the essence of love

Public life deals with professional and other public interactions and the essence is public interest.

Character is most accurately revealed in private life

---

1) It is more personal and fluid → absence of strict guidelines → true nature is exercised.

2) No hierarchy → respect ~~of~~ for human value reflected.

(eg) IPS ~~com~~ of MP committed domestic violence.

3) Divergence from public life virtues :-

(eg) Keshab chandra sen married 13 year old daughter

(Don't write anything in this part)

(Don't write anything in this part)

while publically advocated against child marriage.

4) The core values are displayed
(eg) Gandhi ji asked his grand children to pay for staying at aashram (Integrity)

However, private life there cannot be a water tight division between public and private life :-

1) virtue ethics :- whate we practice becomes our values.

2) core values are displayed in both spheres
(eg) An officer of patriarchal mindset cannot be flag bearer of gender equality

3) some values are common in both spheres
- human dignity, respect for human values, respect for moral laws.

Thus, public servants must act as role model, upholding highest moral values in public and private life. They must not do anything which is "unbecoming of civil servant".

5. Accountability mechanisms are essential for ethical governance but often lead to bureaucratic delays and inefficiencies." Critically examine this statement in the context of Indian administration. Can a balance be struck between accountability and efficiency? Discuss with suitable examples. **(10 marks, 150 words)**

Accountability refers to holding the public officials answerable for their acts and omissions. and responsive to the entity from where they drive their authority.

Accountability → inefficiency

1) Too many check points

Case study :- World Bank report suggested India to be most bureaucratic. more than 60% of the process needed multiple approvals.

2) Delays decision making

3) ~~create~~ leads to risk aversion

4) leaves little space for bonafide mistakes

(eg) - HC Gupta case

5) Too much scrutiny → policy paralysis.

Efficiency not possible without Accountability

1) leads to lack of Accountability → makes the civil servants tyrants.

2) promotes Mai-Baap culture.

3) Pleads to corruptions and collusions (eg) - 2g scam.

4) Erosion of public trust → lost Legitimacy

Striking Balance

1) Innovation (eg) ~~IAS - Anbaan~~ DBT and JAM trinity

2) Leveraging technology for Efficiency and accountability (eg) Faceless tax assessments.

3) Dedication to public service → Responsibility (eg) - IAS Divya mittal brought water connection to Mirzapur after 70 years of Independence.

4) committe band decision making and public participation

5) Principle of subsidiarity and ~~for~~ activity mapping.

It is only by following ethics can sustainable efficiency be achieved

(Don't write anything in this part)

(Don't write anything in this part)

6. What does each of the following quotations convey to you in present context?

a) ""Reason is, and ought only to be the slave of the passions, and can never pretend to any other office than to serve and obey them."- David Hume

(10 marks, 150 words)

David Hume has suggests that reason is subordinate to passion, i.e. emotions and our desires and emotions ultimately guide our behaviour.

~~Reason dictates b~~

[Emotions dictate Reasons]

1) "where there is will there is way".
- motivation applies reason to achieve desired result.

2) Emotions drive decision making which employs reasoning

3) when emotions are strong they are reflected in behaviour.

eg fear of spider → screaming upon seeing spider.

(Don't write anything in this part)

(Don't write anything in this part)

4) socio persuasions at times influence emotions → action.

eg swatch Bharat mission.
→ use of trilogy of 'pride, disgust, love'.

5) Exploitation of emotions by political leaders

eg hate speech → mob lynching

However, reasons can often dictate our behaviour.

1) Intellectual integrity

eg official decision making that involve risk

2) strong values cognitive dissonance
→ upon exposure to new facts
→ changed reasoning → changed

eg Hamid Nawaz. → earlier terrorist now runs the largest deradicalisation camp.

Thus, depending upon situation, either emotions or reason can guide our actions.

(Don't write anything in this part)

6. b) "The ultimate measure of a person is not where they stand in moments of comfort and convenience, but where they stand at times of challenge and controversy."- Martin Luther King Jr. **(10 marks, 150 words)**

Martin Luther King Jr. in the above quote aptly describes how situations are true test of character.

challenge and controversy ! True Test

1) Test of courage of conviction
   eg TN Seshan ~~st~~ stood against political opposition for EPIC reforms.

2) Test of perseverance
   eg Nelson Mandela against apartheid - 26 years of Jail.

3) upholding Moral Integrity in testing times
   eg IES Satyendra Dubey → threat to life → still ~~[illegible]~~ wrote to PM about corruption in golden quadrilateral.

4) Leadership Test
   eg Shreedharan resigned proposal after Laxmi

metro collapsed.

However, even the times of comfort and convinience can be test of character too!-

1) ~~Power~~ position of power
- brings out the character
- lust to ~~up~~ retain power
- real choices available
- agency to enforce choice
eg Hitler and ~~p~~ Holocaust

2) Desire to continue in the comfort.
eg corruption to gain more money.
eg IAS pooja singhal.

3) Test whether to give up the comfort and stand for a cause
eg - subhash chandra Bose resigned from civil services.

4) ~~Ex~~ comfort helps ~~exercise~~ exercise ~~a~~ human agency and understand true value system.

Thus, irrespective of the circumstances it is the moral standing and choices of the person which reveal their character

(Don't write anything in this part)

6. c) "In matters of conscience, the law of the majority has no place." - Mahatma Gandhi. **(10 marks, 150 words)**

Conscience refers to the intrinsic, intuitive ability to decide what is right and what is wrong.

Importance of conscience

1) First responder in case of emergency.
2) Helps implement laws in letter and spirit (eg) Discretion under section 3D patent Act. (Evergreening provision)
3) Helps maintain integrity in tough situations.
   (eg) IAS Anil Khare - Fodder scam
4) Sets personal Accountability
5) Helps navigate legal vacuum
   (eg) Marital rape

However there are certain limitations of conscience

(Don't write anything in this part)

(Don't write anything in this part)

1) Subjectivity
   (eg) conscience of those who commit Jihad, acid attack

2) Influence by external factors
   - family, society, media

3) In complex and situation with conflicting values might be of no help (eg) Arjuna in Mahabharata

4) Silencing of conscience to avoid cognitive dissonance

5) Lack of courage

Thus, [law helps fill these voids]

1) upholds public interest
2) Reduces subjectivity
3) Arbitrator in case of conflicts between customary beliefs
   (eg) Sabrimala case.
4) encodes public morality
5) operant conditioning

Thus, conscience and law can complement each other and enable upholding integrity.

7. "Empathy is seeing with the eyes of another, listening with the ears of another, and feeling with the heart of another." How can emotionally intelligent civil servants utilize empathy to improve governance and service delivery?

(10 marks, 150 words)

Emotional intelligence refers to the ability to ~~inte~~ ~~und~~ identify, interpret and manage one's emotions and emotions of others.

Empathy to improve governance and service delivery

1) Empathy ~~is~~ can be exercised to better understand colleagues
→ team spirit & team building
eg Kiran Bedi & Tihar jail reforms.

2) Helps maintain fine balance while dealing with seniors and juniors.

3) Navigate while dealing with multiple groups and interests
eg Protests.

4) Grievance redressal
e - picking up non verbal

(Don't write anything in this part)

(Don't write anything in this part)

cuts cuts during field visits.

5) Essential for conflict resolution
   (eg) operation sadbhaavana in Jammu & Kashmir
   -winning hearts & Minds.

6) ~~tt~~ fighting social evils
   (eg) IAS of Bihar ate the meal cooked by sc.

7) Innovation for inclusivity
   (eg) IAS Awanish Sharan - bike ambulance in tribal area

However, empathy has some draw backs :-

1) can delay decision making
   - ~~tg~~ Lathi charge, use of force

2) can cloud objectivity & impartiality

here, it is essential to be emotionally intelligent and ~~dp~~ uphold objectivity and legal accountability to ensure good governance.

(Don't write anything in this part)

8. Analyse the ethical implications of the widening gap between rich and poor nations. Is there a moral obligation for developed countries to assist developing ones?

(10 marks, 150 words)

The Brudnt line divides the globe in global North & global south, however the divides are deeper and ever increasing.

Ethical implications of widening gap

1) ~~Following~~ International ethics must to ensure inclusivity can else Matsaya Nyay.

2) Global nature of problems requires cooperation
   (eg) climate change, Montreal protocol.

3) Ensure efficient and robust supply chains.
   (eg) Lack of ethics → dumping, destruction of domestic markets

4) NO Nation is self sufficient and exist in isolation.
   - "poverty anywhere is threat to justic everywhere".

(Don't write anything in this part)

(Don't write anything in this part)

(eg) 9/11 attack originating from Afganistan.

5) Bad Intentions with foreign aid

(eg) China's debt trap diplomacy

Moral obligation for developed countries to assist developing countries

1) colonial past and the loot

(eg) African nations demanding reparations.

2) Justice : climate Justice

- Developed nations responsible for emissions → global warming
- must reduce emissions now & pay financially to the poor nations

3) ~~Pro~~ ~~No~~ Problems knows No boundaries

(eg) Migrant crisis of Europe, COVID 19.

4) overarching global governance frame work

(eg) Minimum corporate tax.

"We all are interconnected, the ~~soon~~ sooner we understand the better".

9. "We do not inherit the earth from our ancestors; we borrow it from our children." Discuss the ethical responsibilities of individuals, corporations, and governments in protecting the environment for future generations. **(10 marks, 150 words)**

With the world facing the imminent crisis of global change, the responsibility to tackle the same lies with everyone and every institution.

Ethical Responsibilities of Individual

1) Stewardship
:- "When it is the responsibility of everyone, it becomes no ones responsibility".

2) Recognising that "be the change you want to see".

3) Making climate action a mass movement - Jan Bhagidari.

4) ~~Every~~ upholding the religious values : nature worshipped in most religions.

[corporations]

1) controlling the negative externalities of their productions and operations.

2) Following Eco centricity as policy

3) Help in Just climate transition
- reskilling employees
- investing in green technology

4) sustainable development

[Government]

1) climate change - ~~is~~ one of biggest threat to development
- India to loose 2-3% of GDP per year due to climate change (ES)

2) Global nature → requires international cooperation

3) precautionary principle

4) upholding Justice and rights
- rights of animals, ecosystem
- SC declared 'Right to protection against climate change' - part of article 21.

Thus by only ~~not~~ realising that we are part of the ecosystem we can ~~a~~ prevent climate change

(Don't write anything in this part)

10. "Impartiality is not neutrality; it is about treating everyone fairly based on merit and evidence." Explain the difference between impartiality and neutrality in the context of civil service. **(10 marks, 150 words)**

Impartiality and neutrality are two core principles of public life. (~~1st ARC~~ 2nd ARC)

Impartiality

- Involves unbiased decision making on the basis of facts.
- without and bias, prejudice, or pre concelved notion
- It is a positive concept
- Allows for dealing and interacting with diverse groups.
- Essential for objectivity and transparency.

Neutrality in civil service has 2 connotation

- Value neutrality (Weberian bureaucracy)
- political neutrality (Non-partisan)

Value Neutrality

- prevents the use of personal bias in decision making
- legal accountability
- ensures uniform policy implementation.

Non partisan

- ~~vd~~ virtue of not associating with any political party or group.
- Negative concept
- ensures that the public officials are able to serve governments of different persuasions with full ~~ob~~ capability
- leads to gusty civil Servant
  - questions the policies & decisions.
- ensures that they deliver their duty without any fear or favour.

" In a developing country, civil servants to be truly neutral needs to take the side of poor' !

(Don't write anything in this part)

11. The teachings of the Bhagavad Gita offer valuable lessons for ethical conduct in public service. Discuss the relevance of these teachings in navigating the ethical issues of administration in contemporary India. **(10 marks, 150 words)**

Bhagvad Gita, can form the philosophical basis for administration and personal conduct.

Navigating ethical issues of administration

1) NISHKAAM KARMA
- doing duty without desire of any favour
- helps uphold 'Non-partisan stand'
- uphold integrity

2) "Karmanya vaadhika raste Maa phaleshu kadachana"
→ pursuing excellence in doing the duty
→ dis-association with results.
→ helps with 'dedication to public service'
→ calls for upholding

duty ethics."
- duty becomes categorical imperative.

3) DHARMA.
- must guide 'artha', 'kama' 'Mokha'.
- helps uphold the high moral values in public and private life.
- prevents civil servants from doing anything which is "unbecoming of civil servant"

4) Helps realise essence of life or purpose of life.
- life lived for others is worth living
- beyond animalistic existence.

5) ~~Yogah karmasu~~ 'sthitha prajna'
- maintaing calm even in adverse situations.
- ~~moral~~ Intellectual integrity.

Thus, Geeta can help navigate complex ethical dilemmas and uphold probity in governance.

Section - B

Answer the following in not more than 250 words each: Each Question carries 20 marks (20marks x 06 = 120 marks)

12. In the aftermath of the devastating landslides in Kerala, you, the District Collector, face an arduous task: overseeing relief and rehabilitation efforts amidst widespread destruction and loss. While the immediate priority is to provide aid and shelter to the affected, the complexities of the situation demand a delicate balancing act between transparency, accountability, and community empowerment. The disaster has drawn intense media attention and public scrutiny which places immense pressure on you to ensure that every action is transparent and accountable. However, the urgency of the situation and the sheer scale of the devastation make maintaining meticulous records and following standard procedures a challenge. Further, you receive reports of irregularities in the distribution of relief materials, with some influential individuals and communities allegedly receiving preferential treatment. You also recognize that true recovery lies in empowering the affected communities to take ownership of the rehabilitation process. However local communities express concerns about the long-term sustainability of proposed rehabilitation plans. Media reports highlight instances of communities resisting relocation to safer areas, citing cultural and emotional attachments to their ancestral lands.

a) What are the ethical issues involved in the case study?
b) How do you navigate the sensitive issue of balancing the imperative of safety with respect for community sentiments and cultural heritage?
c) How do you ensure equitable distribution and maintain transparency in the allocation process, all while under intense media scrutiny? **(20 marks, 250 words)**

The above case aptly describe the immense pressure ~~on~~ administration has to undergo during disaster management.

Ethical Issues

A.

(Don't write anything in this part)

(Don't write anything in this part)

ADMINISTRATION

1) Balancing transparency and efficiency

- meticulous record keeping delays & hinders efficiency

2) - Standard operating procedure with too many checks & balances.

2) Inefficiencies in service delivery

- Irregularity reports in distribution of relief materials.

3) Violation of principle of equity and equality

- preferential treatment to some influential individuals and communities.

4) Leadership challenges of public persuasion

- Involving public in rehabilitation
- Inability to enroll people in administrative action.

5) Balancing ensuring public safety by ~~overriding~~ which is at conflicts the cultural belief.

[PUBLIC]

6) Fairness denied
- preferential treatment to few.

7) Public enforced engagement in public policy
- to take ownership of rehabilitation.

8) challenges to cultural beliefs
- relocation away from ancestral land.

9) safety over social capital
- ~~two~~ community network and ecosystem

(B) My action to: balance safety imperatives with community sentiments and cultural heritage ~~must~~ must be guided by public interest, respect for

cultural belief and sentiments. and ethical leadership

1) people must be made to ~~be~~ explained the dangers of not relocating :-
   - reoccurance of land slide
   - ~~for~~ mud flood.

2) They must be made aware of how community is the first responder in any disaster
   - need to take responsibility

3) providing examples of any other role models - eg odisha - fight against cyclones.

4) Taking the help of religious leaders and local leaders
   - Bhopas, shamans.

5) Assuring that their ancestral lands and connectivity will be restored. ~~post~~

(c) 1) ~~to~~ To ensure transparency and accountability :-

1) Following the top and trigger mechanism.

2) collection and making use of all the resources
- involving local leaders, NGOs, civil societies.

3) detailed analysis of needs and requirements and conveying the same to higher authority

4) VIGILANCE COMMITTEES
- formation of vigilance committee
- include people from panchayats, media, leaders.
- to oversee the procurement & distribution
- enabling this committee to work as grievance redressal mechanism

5) Communication channels
- clear communication & information dissemination key to avoid retain trust
- eg IAS of Bihar used whatsapp channels to communicate during floods.

Thus, by upholding integrity and transparency the efficiency and public trust can be achieved

(Don't write anything in this part)

(Don't write anything in this part)

13. You are a senior bureaucrat in the Ministry of Rural Development. A flagship program aimed at empowering women in rural areas through self-help groups (SHGs) and micro-enterprise initiatives is being implemented. While the program has seen success in providing financial assistance and skill development, you observe that women's participation in decision-making bodies within these SHGs and village councils remains limited. Despite legal provisions for women's participation in local governance, traditional patriarchal norms often prevail, relegating women to secondary roles. This results in their voices being unheard and their concerns being overlooked in decision-making processes. Further, Years of social conditioning has led to internalization of gender bias, where women themselves underestimate their abilities and hesitate to participate in decision-making. Many rural women are unaware of their rights and the opportunities available to them. Lack of education and information has further hindered their participation in decision-making bodies. Moreover, Male members within the community and even within the SHGs resist women's participation in decision-making. Some men cite traditional gender roles and norms while some question their abilities. They also try to control access to resources and information, limiting women's ability to participate effectively in decision-making processes. Women who attempt to challenge traditional norms face social ostracism or pressure from their families and communities to conform.

a) Identify the ethical issues in the given case study.
b) How can you engage with male members of the community and SHGs to address their concerns and encourage them to support women's participation?
c) What institutional and policy changes can be made to create a more enabling environment for women's participation in decision-making, ensuring that their voices are heard and valued? **(20 marks, 250 words)**

The given case study aptly highlights the plight of women in patriarchial society and enumerates how lack of internalisation of legal provisions due to cultural practices and belief systems are a major road block in achieving the desired ~~go~~ reforms.

(Don't write anything in this part)

(a) Ethical issues in the above case study

women

1) Denied their rights of equality
   - unable to exercise legal rights of political participation

2) Denied of their agency
   - access to information and resources controlled by men.

3) Lack of human capital
   - unawarenss and lack of education.

4) Internalisation of patriarchal norms
   - violation of Ethical egoism
   - ~~too~~ treated as a mean
   - violation of Kant principle of 'Human as an end'

(Don't write anything in this part)

(Don't write anything in this part)

Men

5) perpetuator of social ills
   - protest against women participation

6) violation of legal provisions.

Society

7) prevents rightful place to its half population
   - ostracisation of deviant women.

8) perpetuates harrassment

administration

9) Inability to enforce laws

10) bring social reforms.

(b) The engagement with male members has to follow the two pronged approach of carrot & stick.

Deterrance

i) ~~The Threat to action~~

ii) Male members must be threatened with punishment for legal violations

(Don't write anything in this part)

(Don't write anything in this part)

2) The crime of withholding information and preventing women exercise their right can be met with jail terms.

Moral conditioning

1) Awareness about importance of women participation
2) Introduction to role models like - Pramila Bisoi, Charvi Rajawat - local leaders & Ujjal Papad model of SHG.
3) challenging the traditional beliefs through ~~xx~~ religious references to 'Devi Durga', and other goddesses.
4) Encouraging them to take a backseat and let women be the change driver.

(c) **Institutional changes**

1) Ensuring the legal provisions are implemented on ground in letters & spirit.

2) Robust monitoring mechanism to identify phenomenons of sarpanch pati'

3) clear guidelines and punishment must be laid out against such actions
↳ create deterance

4) Providing proper functionaries to help women exercise their role
- secretaries must be appointed
- infrastructure - panchayat bhawans must be created

Policy change

1) Training women
- enabling them with skills for leadership roles

2) Engaging NGOs to ensure desired implementation.

3) Regular seminars and awards and recognition to women
↳ create healthy competition and motivation.

4) Thus, only through enabling women to enjoy their right as equal human being can she be made to exercise her agency and transform from NARI TO NARAYANI

14. India stands on the brink of a transformative AI revolution. The government's "Digital India" initiative and the private sector's enthusiasm for AI applications across various sectors hold immense promise for economic growth and societal development. AI-powered solutions are being explored to revolutionize healthcare diagnostics, streamline financial services, enhance agricultural productivity, and even aid in law enforcement and disaster management. However, this rapid advancement has also raised critical ethical questions. As AI automates tasks once performed by humans, concerns about job losses and widening economic disparities loom large. While new jobs might emerge, the skills required could leave many behind. Further, the vast amounts of data collected and analyzed by AI systems raise serious privacy concerns. The potential for misuse of personal information, mass surveillance, and profiling by both government and private entities poses a significant ethical challenge. Moreover, AI systems are trained on historical data, which can perpetuate and amplify existing biases in society. This can lead to discriminatory outcomes in areas like hiring, lending, and even criminal justice, unfairly disadvantaging certain groups.

As AI systems become more complex and autonomous, determining accountability for their actions and decisions becomes increasingly difficult. The "black box" nature of many AI algorithms makes it challenging to understand their decision-making processes, raising concerns about transparency and the potential for misuse.

You are the head of a newly formed government task force on Artificial Intelligence (AI). Given the multifaceted ethical challenges associated with the growing influence of AI, formulate a comprehensive national AI policy framework for India.

(20 marks, 250 words)

Artificial Intelligence while holding the promise of new dawn to humanity poses the risk of leaving a substantial population behind in darkness.

Ethical challenges

Public.

1) Loss of employment and upskilling lag.

(Don't write anything in this part)

(Don't write anything in this part)

2) Misuse of personal information

3) Targetted advertisements and creation of eco-chambers
   ↳ depriving human of their 'Right to self determination'
   - treating human as mean.

4) violation of consent / manipulated consent

5) ~~Profiling by gov.~~

5) Threat to fundamental rights
   ↳ Right to privacy - Article 21 (Puttaswamy case)
   ↳ Right of equality. (profiling by government)

6) violation of Right to Information
   ↳ Black box nature of AI algorithms.

Society

7) Perpetuation of social divides
   ↳ (eg) use of COMPAS (AI based) in USA Judiciary
   → discrimination against blacks

8) widening of economical divide → loss of social capital

9) loss of human capital and common good → unemployment.

[Administration]

10) possibility of becoming surveillance state
- breakdown of 'social contract' - (John Locke)

11) ~~Di~~ ~~violation of right to equa~~

11) loss of ethos of welfare state (Article 38)
- discrimination against certain groups.

~~Corp~~ [corporates]

12) violation of customer rights
- Right to safety, information.

13) loss of market equity and open & fair market
- monopoly of few companies.

14) violation of ~~principle~~ values of compassionate corporate.

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National AI policy frame work for India

[Precautionary principles]

1) Guidelines for companies
   - sharing source of data for training
   - transparency with respect to AI model Algorithms.
   - Adequate testing before launch.

2) ~~Be~~ Any AI model before used in governance must be
   - adequately investigated by independent committes.
   - Pilot projects to recognise the draw backs.

3) Public consultation
   - for any government use of AI
   - seeking advise and concerns.

4) [MITIGATION OF RISK]

4) Clear guidelines to ensure Right to privacy and equality.

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- minimizing data collection
- minimizing the application areas.
- Data integrity
- storage limitations
- legal backings ~~for any~~

5) Adequate cyber-security measures.

6) Testing frameworks

7) using principle of 'Law as code' - to ensure legal adherance.

~~Police~~ **Administration Reforms**

8) Training the officials - technical training

9) sensitization about possible misuse

10) limiting the access and graded authentication to settings control of the application.

~~These will ensure~~ **Institutions**

11) creating institutions to provide regulatory oversights.

This will ensure that India adapts to the latest technology while maintaing technical ethics.

15. You are a mid-level manager at 'GoodLife Pharma,' a leading pharmaceutical company in India. After years of research and development, the company is on the cusp of launching a revolutionary new drug, 'Revivol,' which promises to significantly improve the lives of patients suffering from a debilitating chronic illness. The drug is projected to be a blockbuster, generating billions in revenue and potentially saving countless lives. You've been an integral part of the Revivol team, and its success could significantly boost your career prospects.

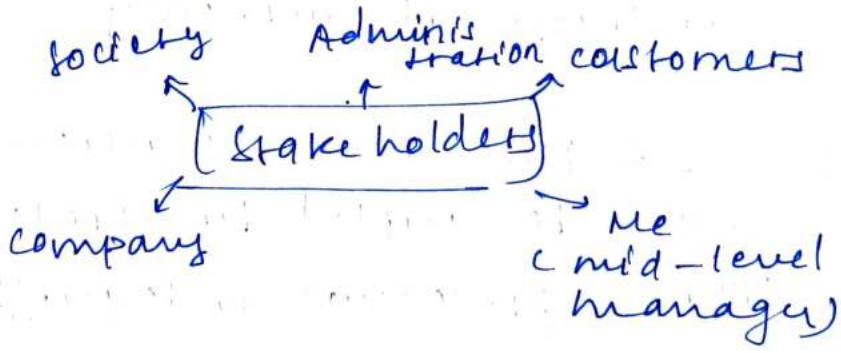
However, just weeks before the scheduled launch, you stumble upon disturbing evidence suggesting that Revivol may have serious, potentially fatal, side effects in a small percentage of patients. These side effects were not adequately disclosed in the initial clinical trial reports, and further investigation reveals that some data points indicating adverse reactions were deliberately omitted from the final report submitted to the regulatory authorities.

You are deeply troubled by this discovery. You understand that the drug is likely to receive approval based on the existing data, and the company is already heavily invested in its marketing and launch. However, the potential harm to patients weighs heavily on your conscience.

To add to the complexity, you discover that your direct superior was aware of the data discrepancies and chose to ignore them. Confronting them directly might lead to retaliation, jeopardizing your job and career. You're also the sole breadwinner for your family, and losing your job would have devastating financial consequences.

a) What are the ethical dilemmas faced by the manager in this scenario?
b) What will be your course of action and why?
c) How could stronger corporate governance mechanisms have prevented or mitigated this situation? **(20 marks, 250 words)**

The above case study adequately highlights the lacunas in corporate governance that can have serious social & ethical implications.



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(a) [Ethical dilemmas]

1) Personal profit (vs) social good
   ↳ adverse health impact on consumer.

2) conscience (vs) official directive
   ↳ discrepancy ignored by higher management.

3) short term gain (vs) long term public trust
   ↳

(4) profit to company (vs) sanctity of process.
   ↳ deliberate ~~manipulation~~ manipulation of data.

5) Personal benefits (vs) professional integrity.

(b) My course of action must be guided by professional ethics, processual integrity,

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principle of common good and respect for moral law.

1) Further investigation to ensure the objectivity of the observations.

2) ~~Direct~~ ~~to~~ for reporting to the higher management and internal ~~for~~ risk managment authorities

↳ it is ~~categori~~ essential to first try the internally available mechanisms.

→ ~~there should be no fear of retaliation~~ or

- abiding by the code of conduct of the company

3) - categorical imperative to ensure the sanctity of data and customer safety.

3) In case there is no action uptaken for the complaint the regulatory authorities must be contacted.

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(D... any... this... t write ...thing in ...s part)

Last resort

4) Reporting the ~~authority~~ Regulatory authorities of the data irregularity
   - with actual findings of the research.

Reasons

1) Serious harm may be inflicted to ~~the~~ consumers of the medicine.
   - 'human as end in itself' (KANT)
   - → violation of 'Right to safety' of customers.

2) Ensuring the data integrity ~~in be~~ is beneficial to the company
   - as other wise can lead to loss of public trust
   - legal cases against the company
   - erosion of customer base.

3) Actions must not be influenced

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by fear of job loss and must follow the 'duty dictum' of Kant.

(E) Stronger corporate governance could have mitigated this situation :-

1) robust internal risk management system → early identification of discrepancy

2) Transparency and accountability → the senior manager would have faced severe actions for ~~with~~ dereliction.

3) Role of board of directors and independent directors to ensure prudent practices

4) 'SIX SIGMA Rule' → ensured quality and accuracy of test data.

5) code of ethics & code of conduct would have guided the actions.

'Good ethics is good business' - Only by upholding ethics can any company survive.

16. You are a young, enthusiastic IAS officer recently posted as the Sub-Divisional Magistrate (SDM) of a rural subdivision. Eager to make a positive impact, you embark on a series of field visits to various government offices under your jurisdiction. However, the sight that greets you in most offices is disheartening. Employees stroll in well past the official start time, and once in, seem to prioritize leisurely tea breaks and idle chatter over their duties. The physical manifestation of this lethargy is evident in the towering stacks of unattended files gathering dust on desks. This backlog translates to agonizing delays in processing applications for essential services and benefits, leaving citizens frustrated and disillusioned. As you interact with the local populace, you hear disturbing accounts of bribery and favoritism plaguing the administrative machinery. It appears that those with influence or willing to pay under-the-table 'fees' can expedite their requests, while the marginalized and less privileged languish in the system's inefficiencies. The most distressing aspect of the situation is the impact on ordinary citizens. You witness firsthand their exasperation as they navigate the labyrinthine bureaucracy, often facing indifference, rudeness, or demands for bribes.

a) What are the ethical issues in the prevailing work culture in the subdivision?
b) As the SDM, what specific steps would you take to improve the overall work culture and quality of service delivery in your subdivision?
c) Discuss the challenges you might encounter in implementing these changes and how you would overcome them.

(20 marks, 250 words)

The given case study aptly describe the prevailing work culture of Indian bureaucracy marred by mai-Baap culture and corruption.

(a) Ethical issues in work culture

1) Dereliction of duty
   - Time pass by employees
   - No timely delivery of service.

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2) corruption

3) Inefficiency of the system
↳ backlogs of essential services

4) Moral erosion of employees.

6) chalta hai attitude

7) ~~lower~~ low productivity

8) No respect for moral law.

9) loss of public trust

10) violation of constitutional morality

(b) steps ~~toke~~ taken:-

Improve work culture.

1) ~~auttt~~ providing clear guidelines ~~to~~ with respect to work
- timely reporting
- ~~limits~~ time limits for processing application

2) use of technology.

- automating the processes.
- reducing the face-to-face interaction of public & officials

2) opening channels of communication within the departments

4) Awards and recognitions for good work
   ↳ healthy competition
   → inspiration.

5) other motivation to increase productivity

Quality of service delivery

1) citizen charter for every public facing institute.

2) Pr
   - with adequate information
   - fixing accountability of officers

2) providing the departments with capability to deliver
   - human and resource infrastructure.

3) Grievance redressal mechanism

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- time lines for service delivery
- Internal appeal mechanism
- external appeal mechanism
- penalty provisions.

(c) **Challenges**.

1) Attitude of employees - difficult to change
2) Internal protest - for strict actions.
3) collusions against me.
4) frivolous complaints to higher authorities.

ways to overcome:-

1) persuasion and social influence → attitude change
2) training - ethics and work domain
3) Maintaining ~~the~~ integrity of higher standards and recorded action → to avoid defend frivolous cases.
4) leadership example - leading by doing.

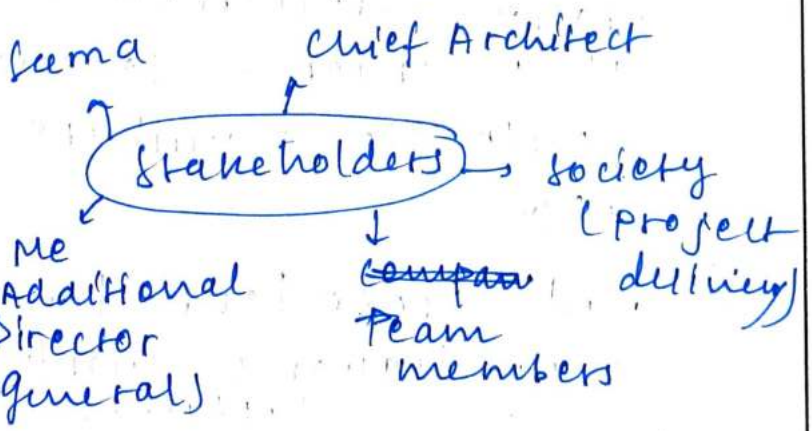
"Leader is one who knows the way, goes the way & shows the way".

17. You have just been appointed as Additional Director General of Central Public Works Department. The Chief Architect of your division, who is to retire in six months, is passionately working on a very important project, the successful completion of which would earn him a lasting reputation for the rest of his life.
A new lady architect, Seema, trained at Manchester School of Architecture, UK joined as Senior Architect in your division. During the briefing about the project, Seema made some suggestions which would not only add value to the project, but would also reduce completion time. This has made the Chief Architect insecure and he is constantly worried that all the credit will go to her. Subsequently, he adopted a passive and aggressive behaviour towards her and has become disrespectful to her. Seema felt it embarrassing as the Chief Architect left no chance of humiliating her. He would very often correct her in front of other colleagues and raise his voice while speaking to her. This continuous harassment has resulted in her losing confidence and self-esteem. She felt perpetually tensed, anxious and stressed. She appeared to be in awe of him since he has had a long tenure in the office and has vast experience in the area of her work.
You are aware of her outstanding academic credentials and career record in her previous organisations. However, you fear that this harassment may result in compromising her much needed contribution in this important project and may adversely impact her emotional well-being. You have also come to know from her peers that she is contemplating tendering her resignation.

a) What are the ethical issues involved in the above case?
b) What are the options available to you in order to complete the project as well as to retain Seema in the organization?
c) What would be your response to Seema's predicament? What measures would you institute to prevent such occurrences from happening in your organization?

(20 marks, 250 words)

The stakeholders in the above case study :-



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(a) ethical issues involved

[Suma]

1) loss of confidence
2) erosion of respect for chief architect.
3) loss of team spirit
4) Inability to contribute positively to organisation.
5) loss of motivation to work
6) Decision to resign rather than confronting the situation.

[Chief Architect]

7) poor leadership
8) ~~Erosion~~ dereliction of duty as a senior — to encourage people to contribute their best
9) bad precedent for organisation's work culture.

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For organisation

10) unhealthy work environment

11) Loss of sense of belonging among employe

12) Reduced efficiency and productivity.

(b) options available

OPTION 1:- Transferring scena to other project.

Merit

*) Retention of scena

Demerit

*) Ignored ~~bad~~ unethical behaviour of chief Architect

*) poor precedent set

OPTION 2 :- Strict warning to the chief architect against such continued behaviour

Merit

*) precedence set
*) course correction by Architect

Demerit

*) His Ego might be hurt.

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OPTION 3 :- Personal meeting with the architect - making him aware of his unethical practices.

Merit	Demerit
a) Might undertake course correction b) No public humiliation	a) Might continue with same behaviour.

(C) Response to Seema's predicament

1) Seema must be advised against putting up resignation
   ↳ shows moral cowardinance

2) ~~This~~ is its poor example

2) She must talk in person with the architect
   - convey him her stand
   - make him aware of how his actions are affecting her mentality

and professionally

3) If the same behaviour continues -
- Sema can resort to internal complaints redressal mechanism.

Measures to prevent such occurances

1) clear code of conduct & code of ethics
2) open channels of communication
3) Robust mechanism of ~~comptai~~ grievance redressal.
4) ~~Str~~ strict warning against any action that ruptures team spirit.
5) Fostering trust and sense of mutual belonging

Case study Google's work culture
Googler for Google - training ~~co~~ colleagues.

A healthy work environment promotes productivity, and efficiency