

विदेह VIDEHA

UPSC Civil Services Mains GS Paper IV (2013–2025)

Descriptive Question Bank with Model Answers · 193 Questions

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Model answers for all questions follow the complete question bank (answers are placed **after** the questions), numbered identically for cross-reference.

2013 — GS Paper IV : Questions

Q1 · 10 marks · 150 words · *Ethics Theory and Aptitude*

1. What do you understand by ‘values’ and ‘ethics’? In what way is it important to be ethical along with being professionally competent? (150 Words, 10 Marks)

Q3 · 10 marks · 150 words · *Ethics Theory and Aptitude*

2. Some people feel that values keep changing with time and situation, while others strongly believe that there are certain universal and eternal human values. Give your perception in this regard with due justification. (150 words, 10 marks)

Q4 · 10 marks · 150 words · *Ethics Theory and Aptitude*

3. What is ‘emotional intelligence’ and how can it be developed in people? How does it help an individual in taking ethical decisions? (150 words, 10 marks)

Q5(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

4. What do you understand by the term ‘voice of conscience’? How do you prepare yourself to heed to the voice of conscience? (150 words, 10 marks)

Q5(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

5. What is meant by ‘crisis of conscience’? Narrate one incident in your life when you were faced with such a crisis and how you resolved the same. (150 words, 10 marks)

Q6 · 10 marks · 150 words · *Ethics Theory and Aptitude*

6. Given below are three quotations of great moral thinkers/philosophers. For each of these quotations, bring out what it means to you in the present context: (a) “There is enough on this earth for every one’s need but for no one’s greed.” Mahatma Gandhi. (150 words, 10 marks)

Q7 · 10 marks · 150 words · *Ethics Theory and Aptitude*

7. “The good of an individual is contained in the good of all.” What do you understand by this statement? How can this principle be implemented in public life? (150 words, 10 marks)

Q8 · 10 marks · 150 words · *Ethics Theory and Aptitude*

8. It is often said that ‘politics’ and ‘ethics’ do not go together. What is your opinion in this regard? Justify your answer with illustrations. (150 words, 10 marks)

9. A Public Information Officer has received an application under RTI Act. Having gathered the information, the PIO discovers that the information pertains to some of the decisions taken by him, which were found to be not altogether right. There were other employees also who were party to these decisions. Disclosure of the information is likely to lead to disciplinary action with possibility of punishment against him as well as some of his colleagues. Non-disclosure or part disclosure or camouflaged disclosure of information will result in lesser punishment or no punishment. The PIO is otherwise an honest and conscientious person but this particular decision, on which the RTI application has been filed, turned out to be wrong. He comes to you for advice. The following are some suggested options. Please evaluate the merits and demerits of each of the options: (i) The PIO could refer the matter to his superior officer and seek his advice and act strictly in accordance with the advice, even though he is not completely in agreement with the advice of the superior. (ii) The PIO could proceed on leave and leave the matter to be dealt by his successor in office or request for transfer of the application to another PIO. (iii) The PIO could weigh the consequences of disclosing the information truthfully, including the effect on his career, and reply in a manner that would not place him or his career in jeopardy, but at the same time a little compromise can be made on the contents of the information. (iv) The PIO could consult his other colleagues who are party to the decision and take action as per their advice. Also please indicate (without necessarily restricting to the above options) what you would like to advise, giving proper reasons. (250 words 20 marks)

10. You are working as an Executive Engineer in the construction cell of a Municipal Corporation and are presently in-charge of the construction of a flyover. There are two Junior Engineers under you who have the responsibility of day- to-day inspection of the site and are reporting to you, while you are finally reporting to the Chief Engineer who heads the cell. While the construction is heading towards completion, the Junior Engineers have been regularly reporting that all construction is taking place as per design specifications. However, in one of your surprise inspections, you have noticed some serious deviations and lacunae which, in your opinion, are likely to affect the safety of the flyover. Rectification of these lacunae at this stage would require a substantial amount of demolition and As a PIO, he has to decide the matter using his best individual judgement, in this regard his decisions should not be based on other's advice. rework which will cause a tangible loss to the contractor and will also delay completion. There is a lot of public pressure on the Corporation to get this construction completed because of heavy traffic congestion in the area. When you brought this matter to the notice of the Chief Engineer, he advised you that in his opinion it is not a very serious lapse and may be ignored. He advised for further expediting the project for completion in time. However, you are convinced that this was a serious matter which might affect public safety and should not be left unaddressed. What will you do in such a situation? Some of the options are given below. Evaluate the merits and demerits of each of these options and finally suggest what course of action you would like to take, giving reasons. (250 words 20 marks)

Q11 · 25 marks · 300 words · *Ethics Case Study*

11. Sivakasi in Tamil Nadu is known for its manufacturing clusters on the firecrackers and matches. The local economy of the area is largely dependent on firecrackers industry. It has led to tangible economic development and improved standard of living in the area. So far as child labour norms for hazardous industries like firecrackers industry are concerned, International Labour Organization (ILO) has set the minimum age as 18 years. In India, however, this age is 14 years. The units in industrial clusters of firecrackers can be classified into registered and non-registered entities. One typical unit is household-based work. Though the law is clear on the use of child labour employment norms in registered/non-registered units, it does not include household-based works. Household-based work means children working under the supervision of their parents/relatives. To evade child labour norms, several units project themselves as household-based works but employ children from outside. Needless to say, employing children saves the costs for these units leading to higher profits to the owners. On your visit to one of the units at Sivakasi, the owner takes you around the unit which has about 10-15 children below 14 years of age. The owner tells you that in his household-based unit, the children are all his relatives. You notice that several children smirk, when the owner tells Option (v) will make the executive engineer run away from his responsibility. you this. On deeper enquiry, you figure out that neither the owner nor the children are able to satisfactorily establish their relationship with each other. (a) Bring out and discuss the ethical issues involved in the above case. (b) What would be your reaction after your above visit? (300 Words, 25 Marks)

Q12 · 20 marks · 250 words · *Ethics Case Study*

12. You are heading a leading technical institute of the country. The institute is planning to convene an interview panel shortly under your chairmanship for selection of the post of professors. A few days before the interview, you get a call from the Personal Secretary (PS) of a senior government functionary seeking your intervention in favour of the selection of a close relative of the functionary for this post. The PS also informs you that he is aware of the long pending and urgent proposals of your institute for grant of funds for modernization, which are awaiting the functionary's approval. He assures you that he would get these proposals cleared. (a) What are the options available to you? (b) Evaluate each of these options and choose the option which you would adopt, giving reasons. (250 Words, 20 Marks)

Q13 · 20 marks · 250 words · *Ethics Case Study*

13. As a senior officer in the Finance Ministry, you have access to some confidential and crucial information about policy decisions that the Government is about to announce. These decisions are likely to have a far-reaching impact on the housing and construction industry. If the builders have access to this information beforehand, they can make huge profits. One of the builders has done a lot of quality work for the Government and is known to be close to your y Stakeholders: Me, the Institute, Personal Secretary (PS) of a senior government functionary. • Ethical Issues/Ethical Dilemmas: Merit of institution, favoritism, my ethical responsibility as a Head. This option is morally wrong as it will compromise the merit of Institutions and promote nepotism. immediate superior, who asks you to disclose this information to the said builder. (250 words 20 Marks)

Q14 · 20 marks · 250 words · *Ethics Case Study*

14. You are the Executive Director of an upcoming InfoTech Company which is making a name for itself in the market. Mr. A, who is a star performer, is heading the marketing team. In a short period of one year, he has helped in doubling the revenues as well as creating a high brand equity for the Company so much so that you are thinking of promoting him. However, you have been receiving information from many corners about his attitude towards the female colleagues; particularly his habit of making loose comments on women. In addition, he regularly sends indecent SMS to all the team members including his female colleagues. One day, late in the evening, Mrs. X, who is one of Mr. A's team members, comes to you visibly disturbed. She complains against the continued misconduct of Mr. A, who has been making undesirable advances towards her and has even tried to touch her inappropriately in his cabin. She tendered her resignation and left your office. (a) Options available to me are as follows: Options Available Merits Demerits (i). Accept the resignation of Mrs. X Option(i) holds little merit except that, The star performer Mr. A will be there in my office and will continue to strive for the excellence performance. (a) What are the options available to you? (b) Evaluate each of these options and choose the option you would adopt, giving reasons. (250 words 20 marks)

2014 — GS Paper IV : Questions

Q1(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

15. All human beings aspire for happiness. Do you agree? What does happiness mean to you? Explain with examples. (150 Words, 10 Marks)

Q1(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

16. What does ethics seek to promote in human life? Why is it all the more important in Public Administration? (150 Words, 10 Marks)

Q2(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

17. In the context of defence services, 'patriotism' demands readiness to even lay down one's life in protecting the nation. According to you, what does patriotism imply in everyday civil life? Explain with illustrations and justify your answer. (150 Words, 10 Marks)

Q2(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

18. What do you understand by 'probity' in public life? What are the difficulties in practicing it in the present times? How can these difficulties be overcome? (150 Words, 10 Marks)

Q3(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

19. "Integrity without knowledge is weak and useless, but knowledge without integrity is dangerous and dreadful." What do you understand by this statement? Explain your stand with illustrations from modern day context. (150 Words, 10 Marks)

Q3(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

20. "Human beings should always be treated as 'ends' in themselves and never as 'means'." Explain the meaning and significance of this statement, giving its implications in the modern techno-economic society. (150 Words, 10 Marks)

Q4(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

21. Which eminent personality has inspired you the most in the context of ethical conduct in life? Give the Gist of his/her teachings. Giving specific examples describe how you have been able to apply these teachings for your own ethical development. (150 Words, 10 Marks)

Q4(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

22. There is a heavy ethical responsibility on the public servants because they occupy positions of power, handle huge amounts of public funds, and their decisions have wide ranging impact on society and environment. What steps have you taken to improve your ethical competence to handle such responsibility? (150 Words,10 Marks)

Q5(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

23. The current society is plagued with widespread trust-deficit. What are the consequences of this situation for personal well-being and for societal well-being? What can you do at the personal level to make yourself trustworthy? (150 Words, 10 Marks)

Q5(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

24. It is often said that poverty leads to corruption. However, there is no dearth of instances where affluent and powerful people indulge in corruption in a big way. What are the basic causes of corruption among people? Support your answer with examples. (150 Words, 10 Marks)

Q6 · 10 marks · 150 words · *Ethics Theory and Aptitude*

25. What factors affect the formation of a person's attitude towards social problems? In our society, contrasting attitudes are prevalent about many social problems. What contrasting attitudes do you notice about the caste system in our society? How do you explain the existence of these contrasting attitudes? (150 Words, 10 Marks)

Q7 · 10 marks · 150 words · *Ethics Theory and Aptitude*

26. What does 'accountability' mean in the context of public service? What measures can be adopted to ensure individual and collective accountability of public servants? (150 Words, 10 Marks)

Q8 · 10 marks · 150 words · *Ethics Theory and Aptitude*

27. We are witnessing increasing instances of sexual violence against women in the country. Despite existing legal provisions against it, the number of such incidences is on the rise. Suggest some innovative measures to tackle this menace. (150 Words,10 Marks)

Q9 · 20 marks · 250 words · *GS IV - Ethics*

28. Now-a-days, there is an increasing thrust on economic development all around the globe. At the same time, there is also an increasing concern about environmental degradation caused by development. Many a time, we face a direct conflict between developmental activity and environmental quality. It is neither feasible to stop or curtail the development process, nor it is advisable to keep degrading the environment, as it threatens our very survival. Discuss some possible strategies which could be adopted to eliminate this conflict and which could lead to sustainable development. (250 Words, 20 Marks)

Q12 · 20 marks · 250 words · *Ethics Case Study*

29. Suppose you are the CEO of a company that manufactures specialized electronic equipment used by a government department. You have submitted your bid for the supply of this equipment to the department. Both the quality and cost of your offer are better than those of the competitors. Yet the concerned officer is demanding a hefty bribe for approving the tender. Getting the order is important both for you and for your company. Not getting the order would mean closing a production line. It may also affect your own career. However, as a value-conscious person, you do not want to give bribes. Valid arguments can be advanced both for giving the bribe and getting the order, and for refusing to pay the bribe and risking the loss of the order. What those arguments could be? Could there be any better way to get out of this dilemma? If so, outline the main elements of this third way, pointing out its merits. (250 Words, 20 Marks)

Q13 · 20 marks · 250 words · *Ethics Case Study*

30. Rameshwar successfully cleared the prestigious civil services examination and was excited about the opportunity that he would get through the civil services to serve the country. However, soon after joining the service, he realized that things are not as rosy as he had imagined. He found a number of malpractices prevailing in the department assigned to him. For example, funds under various schemes and grants were being misappropriated. The official facilities were frequently being used for personal needs by the officers and staff. After some time, he noticed that the process of recruiting the staff was also not up to the mark. Prospective candidates were required to write an examination in which a lot of cheating was going on. Some candidates were provided external help in the examination. Rameshwar brought these incidents to the notice of his seniors. However, he was advised to keep his eyes, ears and mouth shut and ignore all these things which were taking place with the connivance of the higher-ups. Rameshwar felt highly disillusioned and uncomfortable. He comes to you seeking your advice. Indicate various options that you think are available in this situation. How would you help him to evaluate these options and choose the most appropriate path to be adopted? (250 Words, 20 Marks)

Q14 · 20 marks · 250 words · *Ethics Case Study*

31. You are the Executive Director of an upcoming InfoTech Company which is making a name for itself in the market. Mr. A, who is a star performer, is heading the marketing team. In a short period of one year, he has helped in doubling the revenues as well as creating a high brand equity for the Company so much so that you are thinking of promoting him. However, you have been receiving information from many corners about his attitude towards the female colleagues; particularly his habit of making loose comments on women. In addition, he regularly sends indecent SMS's to all the team members including his female colleagues. One day, late in the evening, Mrs. X, who is one of Mr. A's team members, comes to you visibly disturbed. She complains against the continued misconduct of Mr. A, who has been making undesirable advances towards her and has even tried to touch her inappropriately in his cabin. She tenders her resignation and leaves your office. (20 marks | 250 words)

2015 — GS Paper IV : Questions

Q1(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

32. What is meant by 'environmental ethics'? Why is it important to study? Discuss any one environmental issue from the viewpoint of environmental ethics. (150 Words, 10 Marks)

Q1(b) · 10 marks · 200 words · *GS IV - Ethics*

33. Differentiate between the following (200 Words, 10 Marks)

Q2 · 10 marks · 150 words · *Ethics Theory and Aptitude*

34. Given are two quotations of moral thinkers/ philosophers. For each of these bring out what it means to you in the present context. (a) “The weak can never forgive; forgiveness is the attribute of strong.”(150 Words, 10 Marks)

Q2(b) · 10 marks · 150 words · *GS IV - Ethics*

35. “We can easily forgive a child who is afraid of the dark; the real tragedy of life is when men are afraid of the light” (150 Words, 10 Marks)

Q3(a) · 10 marks · 150 words · *GS IV - Ethics*

36. “A mere compliance with law is not enough, the public servant also has to have a well developed sensibility to ethical issues for effective discharge of duties” Do you agree? Explain with the help of two examples where (i) an act is ethically right, but not legally and (ii) an act is legally right, but not ethically. (150 Words, 10 Marks)

Q3(b) · 10 marks · 150 words · *GS IV - Ethics*

37. How do the virtues of trustworthiness and fortitude get manifested in public service? Explain with examples. (150 Words, 10 Marks)

Q4(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

38. Social values are more important than economic values. Discuss the above statement with examples in the context of inclusive growth of a nation. (150 Words, 10 Marks)

Q4(b) · 10 marks · 150 words · *Ethics Case Study*

39. Some recent developments such as introduction of RTI Act, media and judicial activism, etc. are proving helpful in bringing about greater transparency and accountability in the functioning of the government. However, it is also being observed that at times the mechanisms are misused. Another negative effect is that the officers are now afraid to take prompt decisions. Analyse the situation in detail and suggest how the dichotomy can be resolved. Suggest how these negative impacts can be minimised. (150 Words, 10 Marks)

Q5 · 10 marks · 150 words · *Ethics Theory and Aptitude*

40. Two different kinds of attitudes exhibited by public servants towards their work have been identified as the bureaucratic attitude and the democratic attitude. (150 Words, 10 Marks)

Q6 · 10 marks · 150 words · *GS IV - Ethics*

41. Today we find that in spite of various measures of prescribing codes of conduct, setting up vigilance cells/commissions, RTI, active media and strengthening of legal mechanisms, corrupt practices are not coming under control. (150 Words, 10 Marks)

Q7 · 10 marks · 150 words · *GS IV - Ethics*

42. At the international level, bilateral relations between most nations are governed on the policy of promoting one’s own national interest without any regard for the interest of other nations. This leads to conflicts and tension between the nations. How can ethical consideration help resolve such tensions? Discuss with specific examples. (150 Words, 10 Marks)

Q8 · 10 marks · 150 words · *GS IV - Ethics*

43. Public servants are likely to confront with the issues of ‘Conflict of Interest’. What do you understand by the term “Conflict of Interest” and how does it manifest in the decision making by public servants? If faced with the conflict of interest situation how would you resolve it? Explain with the help of examples. (150 Words, 10 Marks)

44. A private company is known for its efficiency, transparency and employee welfare. The company, though owned by a private individual, has a cooperative character where employees feel a sense of ownership. The company employs nearly 700 personnel and they have voluntarily decided not to form a union. One day suddenly in the morning, about 40 men belonging to a political party gate-crashed into the factory demanding jobs in the factory. They threatened the management and employees, and also used foul language. The employees feel demoralized. It was clear that those people who gate-crashed wanted to be on the payroll of the company as well as continue as the volunteers/ members of the party. The company maintains high standards in integrity and does not extend favours to civil administration that also includes law enforcement agency. Such incidents occur in the public sector also. (250 Words, 20 Marks)

45. You are the Sarpanch of a Panchayat. There is a primary school run by the government in your area. Midday meals are provided to children attending the school. The headmaster has now appointed a new cook in the school to prepare the meals. However, when it is found that cook is from Dalit community, almost half of the children belonging to higher castes are not allowed to take meals by their parents. Consequently the attendance in the schools falls sharply. This could result in the possibility of discontinuation of midday meal scheme, thereafter of teaching staff and subsequent closing down the school. (250 Words, 20 Marks)

46. One of the scientists working in the R&D laboratory of a major pharmaceutical company discovers that one of the company's best selling veterinary drugs has the potential to cure a currently incurable liver disease which is prevalent in tribal areas. However, developing a variant of the drug suitable for human beings entailed a lot of research and development having a huge expenditure to the extent of Rs. 50 crores. It was unlikely that the company would recover the cost as the disease was rampant only in poverty stricken areas having very little market otherwise. (250 Words, 20 Marks)

47. There is a disaster prone state having frequent landslides, forest fires, cloudbursts, flash floods and earthquakes, etc. Some of these are seasonal and often unpredictable. The magnitude of the disaster is always unanticipated. During one of the seasons a cloudburst caused devastating floods and landslides leading to high casualties. There was major damage to infrastructure like roads, bridges and power generating units. This led to more than 100000 pilgrims, tourists and other locals trapped across different routes and locations. The people trapped in your area of responsibility include senior citizens, patients in hospitals, women and children, hikers, tourists, ruling parties, regional presidents along with his family, additional chief secretary of the neighboring state and prisoners in jail. As a civil services officer of the state, what would be the order in which you would rescue these people and why? Give Justifications. (200 Words, 20 Marks)

Q13 · 25 marks · 250 words · *Ethics Case Study*

48. You are heading a district administration in a particular department. Your senior officer calls you from the State Headquarters and tells you that a plot in Rampur village is to have a building constructed on it for a school. A visit is scheduled during which he will visit the site along with the chief engineer and the senior architect. He wants you to check out all the papers relating to it and ensure that the visit is properly arranged. You examine the file which relates to the period before you joined the department. The land was acquired for the local panchayat at a nominal cost and the papers showed that clearance certificates are available for the two of the three authorities who have to certify the site's suitability. There is no certification by the architect available on file. You decide to visit Rampur to ensure that all is in the order as stated on file. When you visit Rampur, you find that the plot under reference is a part of Thakurgarh fort and that the walls, ramparts, etc., are running across it. The fort is well away from the main village, therefore a school here will be a serious inconvenience for the children. However, the area near the village has potential to expand into a larger residential area. The development charges on the existing plot, at the fort, will be very high and the question of heritage site has not been addressed. Moreover, the Sarpanch, at the time of acquisition of the land, was a relative of your predecessor. The whole transaction appears to have been done with some vested interest. (250 Words, 25 Marks)

Q14 · 25 marks · 250 words · *Ethics Case Study*

49. You are recently posted as district development officer of a district. Shortly thereafter you found that there is considerable tension in the rural areas of your district on the issue of sending girls to schools. The elders of the village feel that many problems have come up because girls are being educated and they are stepping out of the safe environment of the household. They are of the view that the girls should be quickly married off with minimum education. The girls are also competing for jobs after education, which have traditionally remained in boys' exclusive domain, adding to unemployment amongst male population. The younger generation feels that in the present era, girls should have equal opportunities for education and employment, and other means of livelihood. The entire locality is divided between sexes in both generations. You come to know that in Panchayat or in other local bodies or even in busy crossroads, the issue is being acrimoniously debated. One day you are informed that an unpleasant incident has taken place. Some girls were molested, when they were en route to schools. The incident led to clashes between several groups and a law and order problem has arisen. The elder after heated discussion have taken a joint decision not to allow girls to go to school and to socially boycott all such families, which do not follow their dictate. (250 Words, 25 Marks)

2016 — GS Paper IV : Questions

Q1(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

50. Explain how ethics contributes to social and human well-being. (150 Words, 10 Marks)

Q1(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

51. Why should impartiality and non-partisanship be considered as foundational values in public services, especially in the present-day socio- political context? Illustrate your answer with examples. (150 Words, 10 Marks)

Q2(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

52. What do you understand by the terms 'governance', 'good governance' and 'ethical governance'? (150 Words, 10 Marks)

Q3(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

53. Discuss Mahatma Gandhi's concept of seven sins. (150 Words, 10 Marks)

Q3(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

54. Analyse John Rawls's concept of social justice in the Indian Context. (150 Words, 10 Marks)

Q3(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

55. Discuss the Public Services Code as recommended by the 2nd Administrative Reforms Commission. (150 Words, 10 Marks)

Q4(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

56. "Corruption causes misuse of government treasury, administrative inefficiency and obstruction in the path of national development." Discuss Kautilya's views. (150 Words, 10 Marks)

Q4(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

57. How could social influence and persuasion contribute to the success of Swachh Bharat Abhiyan? (150 Words, 10 Marks)

Q5 · 10 marks · 150 words · *Ethics Theory and Aptitude*

58. Law and ethics are considered to be the two tools for controlling human conduct so as to make it conducive to civilized social existence. (a) Discuss how they achieve this objective. (b) Giving examples, show how the two differ in their approaches. (150 Words, 10 Marks)

Q6 · 10 marks · 150 words · *Ethics Theory and Aptitude*

59. Our attitudes towards life, work, other people and society are generally shaped unconsciously by the family and the social surroundings in which we grow up. Some of these unconsciously acquired attitudes and values are often undesirable in the citizens of a modern democratic and egalitarian society. (a) Discuss such undesirable values prevalent in today's educated Indians.

Q7 · 10 marks · 150 words · *Ethics Theory and Aptitude*

60. Anger is a harmful negative emotion. It is injurious to both personal life and work life. (a) Discuss how it leads to negative emotions and undesirable behaviours.

Q8 · 10 marks · 150 words · *Ethics Theory and Aptitude*

61. "Max Weber said that it is not wise to apply to public administration the sort of moral and ethical norms we apply to matters of personal conscience. It is important to realise that the State bureaucracy might possess its own independent bureaucratic morality." Critically analyse this statement. (150 Words, 10 Marks)

62. A fresh engineering graduate gets a job in a prestigious chemical industry. She likes the work. The salary is also good. However, after a few months she accidentally discovers that a highly toxic waste is being secretly discharged into a river nearby. This is causing health problems to the villagers downstream who depend on the river for their water needs. She is perturbed and mentions her concern to her colleagues who have been with the company for longer periods. They advise her to keep quiet as anyone who mentions the topic is summarily dismissed. She cannot risk losing her job as she is the sole bread-winner for her family and has to support her ailing parents and siblings. At first, she thinks that if her seniors are keeping quiet, why should she stick out her neck. But her conscience pricks her to do something to save the river and the people who depend upon it. At heart she feels that the advice of silence given by her friends is not correct though she cannot give reasons for it. She thinks you are a wise person and seeks your advice. What arguments can you advance to show her that keeping quiet is not morally right? What course of action would you advise her to adopt and why? (250 Words, 20 Marks)

63. Land needed for mining, dams and other large- scale projects is acquired mostly from Adivasis, hill dwellers and rural communities. The displaced persons are paid monetary compensation as per the legal provisions. However, the payment is often tardy. In any case, it cannot sustain the displaced families for long. These people do not possess marketable skills to engage in some other occupation. They end up as low paid migrant laborers. Moreover, their development goes to industries, industrialists and urban communities whereas the costs are passed on to these poor helpless people. This unjust distribution of costs and benefits is unethical. Suppose you have been entrusted with the task of drafting a better compensation-cum- rehabilitation policy for such displaced persons, how would you approach the problem and what would be the main elements of your suggested policy? (250 Words, 20 Marks)

64. Suppose you are an officer in-charge of implementing a social service scheme to provide support to old and destitute women. An old and illiterate woman comes to you to avail the benefits of the scheme. However, she has no documents to show that she fulfils the eligibility-criteria. But after meeting her and listening to her you feel that she certainly needs support. Your enquiries also show that she is really destitute and living in a pitiable condition. You are in a dilemma as to what to do. Putting her under the scheme without necessary documents would clearly be a violation of rules. But denying her the support would be cruel and inhuman. Can you think of a rational way to resolve this dilemma? Give your reasons for it. (250 Words, 20 Marks)

65. You are a young, aspiring and sincere employee in a Government office working as an assistant to the director of your department. Since you have joined recently, you need to learn and progress. Luckily your superior is very kind and ready to train you for your job. He is a very intelligent and well-informed person having knowledge of various departments. In short, you respect your boss and are looking forward to learn a lot from him. Since you have good tuning with the boss, he started depending on you. One day due to ill health he invited you to his place to finish some urgent work. You reached his house and before you could ring the bell you heard shouting noises. You waited for a while. After entering the house the boss greeted you and explained the work. But you were constantly disturbed by the crying of a woman. At last, you inquired with the boss but his answer did not satisfy you. Next day, you were compelled to inquire further in the office and found out that his behavior is very bad at home with his wife. He also beats up his wife. His wife is not well educated and is a simple woman in comparison to her husband. You see that though your boss is a nice person in the office, he is engaged in domestic violence at home. In such a situation, you are left with the following options. Analyse each option with its consequences. (a) Just ignore thinking about it because it is their personal matter. (b) Report the case to the appropriate authority. (c) Your own innovative approach towards the situation. (250 Words, 20 Marks)

66. ABC Ltd. Is a large transnational company having diversified business activities with a huge shareholder base. The company is continuously expanding and generating employment. The company, in its expansion and diversification programme, decides to establish a new plant at Vikaspuri, an area which is underdeveloped. The new plant is designed to use energy efficient technology that will help the company to save production cost by 20%. The company's decision goes well with the Government policy of attracting investment to develop such underdeveloped regions. The government has also announced a tax holiday for five years for the companies that invest in underdeveloped areas. However, the new plant may bring chaos for the inhabitants of Vikaspuri region, which is otherwise tranquil. The new plant may result in increased cost of living, aliens migrating to the region, disturbing the social and economic order. The company sensing the possible protest tried to educate the people of Vikaspuri region and public in general that how its Corporate Social Responsibility (CSR) policy would help overcome the likely difficulties of the residents of Vikaspuri region. In spite of this the protests began and some of the residents decided to approach the judiciary as their plea before the Government did not yield any result. Identify the issues involved in the case. What can be suggested to satisfy the company's goal and to address the residents' concern? (300 Words, 25 marks)

67. Saraswati was a successful IT professional in the USA. Moved by the patriotic sense of doing something for the country she returned to India. Together with some other like minded friends, she formed an NGO to build a school for a poor rural community. The objective of the school was to provide the best quality modern education at a nominal cost. She soon discovered that she had to seek permission from a number of Government agencies. The rules and procedures were quite confusing and cumbersome. What frustrated her most was delays, callous attitude of officials and constant demand for bribes. Her experience and the experience of many others like her has deterred people from taking up social service projects. A measure of Government control over voluntary social work is necessary. But it should not be exercised in a coercive and corrupt manner. What measures can you suggest to ensure that due control is exercised but well meaning, honest NGO efforts are not thwarted? (300 Words, 25 Marks)

2017 — GS Paper IV : Questions

Q1 · 10 marks · 150 words · *GS IV - Ethics*

68. Conflict of interest in the public sector arises when (a) official duties, (b) public interest, and (c) personal interests are taking priority one above the other. How can this conflict in administration be resolved? Describe with an example. (150 Words, 10 Marks)

Q2 · 10 marks · 150 words · *Ethics Theory and Aptitude*

69. Examine the relevance of the following in the context of civil service: (a) Transparency (b) Accountability (c) Fairness and justice (d) Courage of conviction (e) Spirit of Service (150 Words, 10 Marks)

Q3 · 10 marks · 150 words · *Ethics Theory and Aptitude*

70. Young people with ethical conduct are not willing to come forward to join active politics. Suggest steps to motivate them to come forward. (150 Words, 10 Marks)

Q4(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

71. One of the tests of integrity is complete refusal to be compromised. Explain with reference to a real life example. (150 Words, 10 Marks)

Q5(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

72. “Great ambition is the passion of a great character. Those endowed with it may perform very good or very bad acts. All depends on the principles which direct them.” – Napoleon Bonaparte. Stating examples mention the rulers (i) who have harmed society and country, (ii) who worked for the development of society and country. (150 Words, 10 Marks)

Q5(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

73. “If a country is to be corruption free and become a nation of beautiful minds, I strongly feel there are three key societal members who can make a difference. They are the father, the mother and the teacher.” – A.P.J. Abdul Kalam. Analyse. (150 Words, 10 Marks)

Q6(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

74. How will you apply emotional intelligence in administrative practices? (150 Words, 10 Marks)

Q7(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

75. The crisis of ethical values in modern times is traced to a narrow perception of the good life. Discuss. (150 Words, 10 Marks)

Q8(a) · 10 marks · 150 words · *GS IV - Ethics*

76. Discipline generally implies following the order and subordination. However, it may be counter-productive for the organisation. Discuss. (150 Words, 10 Marks)

Q9 · 20 marks · 250 words · *Ethics Case Study*

77. You are an honest and responsible civil servant. You often observe the following: (a) There is a general perception that by adhering to ethical conduct one may face difficulties to oneself and cause problems for the family, whereas unfair practices may help to reach the career goals. (b) When the number of people adopting unfair means is large, a small minority having a penchant towards ethical means makes no difference. (c) Sticking to ethical means is detrimental to the larger developmental goals. (d) While one may not involve oneself in large unethical practices, giving and accepting small gifts makes the system more efficient. Examine the above statements with their merits and demerits. (250 Words, 20 Marks)

Q10 · 20 marks · 250 words · *Ethics Case Study*

78. You are aspiring to become an IAS officer and you have cleared various stages and now you have been selected for the personal interview. On the day of the interview, on the way to the venue you saw an accident where a mother and child who happen to be your relatives were badly injured. They needed immediate help. What would you have done in such a situation? Justify your action. (250 Words, 20 Marks)

Q11 · 20 marks · 250 words · *Ethics Case Study*

79. You are the head of the Human Resources department of an organisation. One day one of the workers died on duty. His family was demanding compensation. However, the company denied compensation because it was revealed in investigation that he was drunk at the time of the accident. The workers of the company went to strike demanding compensation for the family of the deceased. The Chairman of the management board has asked for your recommendation. What recommendation would you provide the management? Discuss the merits and demerits of each of the recommendations. (250 Words, 20 Marks)

Q12 · 20 marks · 250 words · *Ethics Case Study*

80. You are the manager of a spare parts company A and you have to negotiate a deal with the manager of a large manufacturing company B. The deal is highly competitive and sealing the deal is critical for your company. The deal is being worked out over dinner. After dinner the manager of manufacturing company B offered to drop you to the hotel in his car. On the way to the hotel he happens to hit a motorcycle injuring the motorcyclist badly. You know the manager was driving fast and thus lost control. The law enforcement officer comes to investigate the issue and you are the sole eyewitness to it. Knowing the strict laws pertaining to road accidents you are aware that your honest account of the incident would lead to the prosecution of the manager and as a consequence the deal is likely to be jeopardised, which is of immense importance to your company. What are the dilemmas you face? What will be your response to the situation? (250 Words, 20 Marks)

Q13 · 20 marks · 250 words · *Ethics Case Study*

81. A building permitted for three floors, while being extended illegally for 6 floors by a builder, collapses. As a consequence, a number of innocent labourers including women and children died. These labourers are migrants from different places. The government immediately announced cash relief to the aggrieved families and arrested the builder. Give reasons for such incidents taking place across the country. Suggest measures to prevent their occurrence. (250 Words, 20 Marks)

Q14 · 20 marks · 250 words · *Ethics Case Study*

82. You are a Public Information Officer (PIO) in a government department. You are aware that the RTI Act, 2005 envisages transparency and accountability in administration. The act has functioned as a check on the supposedly arbitrarily administrative behaviour and actions. However, as a PIO you have observed that there are citizens who filed RTI applications not for themselves but on behalf of such stakeholders who purportedly want to have access to information to further their own interests. At the same time there are those RTI activists who routinely file RTI applications and attempt to extort money from the decision makers. This type of RTI activism has affected the functioning of the administration adversely and also possibly jeopardizes the genuineness of the applications which are essentially aimed at getting justice. What measures would you suggest to separate genuine and non-genuine applications? Give the merits and demerits of your suggestions. (250 Words, 20 Marks)

2018 — GS Paper IV : Questions

Q1(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

83. State the three basic values, universal in nature, in the context of civil services and bring out their importance. (150 Words, 10 Marks)

Q2(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

84. What is meant by public interest? What are the principles and procedures to be followed by civil servants in public interest? (150 Words, 10 Marks)

Q2(b) · 10 marks · 150 words · *GS IV - Ethics*

85. “The Right to Information Act is not all about citizens’ empowerment alone, it essentially redefines the concept of accountability”. Discuss. (150 Words, 10 Marks)

Q3(a) · 10 marks · 150 words · *GS IV - Ethics*

86. What is meant by conflict of interest? Illustrate with examples, the difference between the actual and potential conflicts of interest. (150 Words, 10 Marks)

Q4(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

87. “In doing a good thing, everything is permitted which is not prohibited expressly or by clear implication”. Examine the statement with suitable examples in the context of a public servant discharging his/her duties. (150 Words, 10 Marks)

Q5(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

88. Suppose the Government of India is thinking of constructing a dam in a mountain valley bound by forests and inhabited by ethnic communities. What rational policy should it resort to in dealing with unforeseen contingencies? (150 Words, 10 Marks)

Q6 · 10 marks · 150 words · *Ethics Theory and Aptitude*

89. What do each of the following quotations mean to you in the present context? (a) “The true rule, in determining to embrace, or reject anything, is not whether it has any evil in it; but whether it has more evil than good. There are few things wholly evil or wholly good. Almost everything, especially governmental policy, is an inseparable compound of the two; so that our best judgement of the preponderance between them is continually demanded. ” - Abraham Lincoln (150 Words, 10 Marks)

Q7 · 20 marks · 250 words · *Ethics Case Study*

90. Rakesh is a responsible district level officer, who enjoys the trust of his higher officials. Knowing his honesty, the government entrusted him with the responsibility of identifying the beneficiaries under a health care scheme meant for senior citizens. The criteria to be a beneficiary are the following: (a) 60 years of age or above. (b) Belonging to a reserved community. (c) Family income of less than 1 Lakh rupees per annum. (d) Post-treatment prognosis is likely to be high to make a positive difference to the quality of life of the beneficiary. One day, an old couple visited Rakesh’s office with their application. They have been the residents of a village in his district since their birth. The old man is diagnosed with a rare condition that causes obstruction in the large intestine. As a consequence, he has severe abdominal pain frequently that prevents him from doing any physical labour. The couple has no children to support them. The expert surgeon whom they contacted is willing to do the surgery without charging any fee. However, the couple will have to bear the cost of incidental charges, such as medicines, hospitalization, etc., to the tune of rupees one lakh. The couple fulfils all the criteria except criterion ‘b’. However, any financial aid would certainly make a significant difference in their quality of life. How should Rakesh respond to the situation? (250 Words, 20 Marks)

Q8 · 20 marks · 250 words · *Ethics Case Study*

91. As a senior officer in the Ministry, you have access to important policy decisions and upcoming big announcements such as road construction projects before they are notified in the public domain. The Ministry is about to announce a mega road project for which the drawings are already in place. Sufficient care was taken by the planners to make use of the government land with the minimum land acquisition from private parties. Compensation rate for private parties was also finalized as per government rules. Care was also taken to minimize deforestation. Once the project is announced, it is expected that there will be a huge spurt in real estate prices in and around that area. Meanwhile, the Minister concerned insists that you realign the road in such a way that it comes closer to his 20 acres farmhouse. He also suggests that he would facilitate the purchase of a big plot of land in your wife's name at the prevailing rate which is very nominal, in and around the proposed mega road project. He also tries to convince you by saying that there is no harm in it as he is buying the land legally. He even promises to supplement your savings in case you do not have sufficient funds to buy the land. However, by the act of realignment, a lot of agricultural lands has to be acquired, thereby causing a considerable financial burden on the government, and also the displacement of the farmers. As if this is not enough, it will involve cutting down a large number of trees denuding the area of its green cover. Faced with this situation, what will you do? Critically examine various conflicts of interest and explain what your responsibilities are as a public servant. (250 Words, 20 Marks)

Q9 · 20 marks · 250 words · *Ethics Case Study*

92. It is a State where prohibition is in force. You were recently appointed as the Superintendent of Police of a district notorious for illicit distillation of liquor. The illicit liquor leads to many deaths, reported and unreported, and causes a major problem for the district authorities. The approach till now had been to view it as a law and order problem and tackle it accordingly. Raids, arrest, police cases, and criminal trials – all these had only limited impact. The problem remains as serious as ever. Your inspections show that the parts of the district where the distillation flourishes are economically, industrially and educationally backward. Agriculture is badly affected by poor irrigation facilities. Frequent clashes among communities gave a boost to illicit distillation. No major initiatives had taken place in the past either from the government's side or from social organizations to improve the lot of the people. Which new approach will you adopt to bring the problem under control? (250 Words, 20 Marks)

Q10 · 20 marks · 250 words · *Ethics Case Study*

93. A big corporate house is engaged in manufacturing industrial chemicals on a large scale. It proposes to set upon the additional unit. Many states rejected its proposal due to the detrimental effect on the environment. But one state government acceded to the request and permitted the unit close to a city, brushing aside all opposition. The unit was set up 10 years ago and was in full swing till recently. The pollution caused by the industrial effluents was affecting the land, water and crops in the area. It was also causing serious health problems to human beings and animals. This gave rise to a series of agitation thousands of people took part, creating a law and order problem necessitating stern police action. Following the public outcry, the State government ordered the closure of the factory. The closure of the factory resulted in the unemployment of not only those workers who were engaged in the factory but also those who were working in the ancillary units. It also very badly affected those industries which depended on the chemicals manufactured by it. As a senior officer entrusted with the responsibility of handling these issues, how are you going to address it? (250 Words, 20 Marks)

Q12 · 20 marks · 250 words · *Ethics Case Study*

94. Edward Snowden, a computer expert and former CIA administrator, released confidential Government documents to the press about the existence of Government surveillance y Central Intelligence Agency (CIA), United States. • The United States Government. programmes. According to many legal experts and the US Government, his action violated the Espionage act of 1971, which identified the leak of State secrets as an act of treason. Yet, despite the fact that he broke the law, Snowden argued that he had a moral obligation to act. He gave a justification for his “whistle blowing” by stating that he had a duty “to inform the public as to that which is done in their name and that which is done against them.” According to Snowden, the Government’s violation of privacy had to be exposed regardless of legality since more substantive issues of social action and public morality were involved here. Many agreed with Snowden. Few argued that he broke the law and compromised national security, for which he should be held accountable. Do you agree that Snowden’s actions were ethically justified even if legally prohibited? Why or why not? Make an argument by weighing the competing values in this case. (250 Words, 20 Marks)

2019 — GS Paper IV : Questions

Q1(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

95. What are the basic principles of public life? Illustrate any three of these with suitable examples. (150 Words, 10 Marks)

Q1(b) · 10 marks · 150 words · *GS IV - Ethics*

96. What do you understand by the term ‘public servant’? Reflect on the expected role of a public servant? (150 Words, 10 Marks)

Q2(a) · 10 marks · 150 words · *GS IV - Ethics*

97. Effective utilization of public funds is crucial to meet development goals. Critically examine the reasons for under-utilization and mis-utilization of public funds and their implications. (150 Words, 10 Marks)

Q2(b) · 10 marks · 150 words · *GS IV - Ethics*

98. “Non-performance of duty by a public servant is a form of corruption”. Do you agree with this view? Justify your answer. (150 Words, 10 Words)

Q3(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

99. What is meant by the term ‘constitutional morality’? How does one uphold constitutional morality? (150 Words, 10 Marks)

Q3(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

100. What is meant by “crisis of conscience”? How does it manifest itself in the public domain? (150 Words, 10 Marks)

Q4(a) · 10 marks · 150 words · *GS IV - Ethics*

101. Explain the basic principles of Citizen’s Charter movement and bring out its importance. (150 Words, 10 Marks)

Q4(b) · 10 marks · 150 words · *GS IV - Ethics*

102. There is a view that the Official Secrets Act is an obstacle to the implementation of the Right to Information Act. Do you agree with this view? Discuss. (150 Words, 10 Marks)

Q5(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

103. What do you understand by probity in governance? Based on your understanding of the term, suggest measures for ensuring probity in government. (150 Words, 10 Marks)

Q5(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

104. “Emotional Intelligence is the ability to make your emotion work for you instead of against you.” Do you agree with this view? Discuss. (150 Words, 10 Marks)

Q6 · 10 marks · 150 words · *Ethics Theory and Aptitude*

105. What do each of the following quotations mean to you? (a) “An unexamined life is not worth living.” - Socrates (150 Words, 10 Marks)

Q6(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

106. “A man is but a product of his thoughts. What he thinks he becomes.” -M.K. Gandhi. (150 Words, 10 Marks)

Q6(c) · 10 marks · 150 words · *Ethics Theory and Aptitude*

107. “Where there is righteousness in the heart, there is beauty in the character. When there is beauty in the character, there is harmony in the home. When there is harmony in the home, there is order in the nation. When there is order in the nation, there is peace in the world.”- A.P.J. Abdul Kalam (150 Words, 10 Marks)

Q7 · 20 marks · 250 words · *Ethics Case Study*

108. You are heading the rescue operations in an area affected by severe natural calamity, thousands of people are rendered homeless and deprived of food, drinking water and other basic amenities. Rescue work has been disrupted by heavy rainfall and damage to supply routes. The local people are seething with anger against the delayed limited rescue operations. When your team reaches the affected area, the people there heckle and even assault some of the team members. One of your team members is even severely injured. Faced with this crisis some team member pleads with you to call off the operations freeing threats to their life. In such trying circumstances, what will be your response? Examine the qualities of a public servant which will be required to manage the situations. (250 Words, 20 Marks)

Q8 · 20 marks · 250 words · *Ethics Case Study*

109. Honesty and uprightness are the hallmarks of civil servants. Civil servants possessing these qualities are considered as a backbone of any strong organization. In the line of duty, they make various decisions, at times some become bonafide mistakes. As long as such decisions are not taken intentionally and do not benefit personally, the officer cannot be said to be guilty. Though such decisions may, at times, lead to unforeseen adverse consequences in the long term. In the recent past, a few instances have surfaced wherein civil servants have been implicated for bonafide mistakes. They have often been prosecuted and even imprisoned. These instances have greatly rattled the moral fiber of the civil servants. How does this trend affect the functioning of civil services? What measures can be taken to ensure that honest civil servants are not implicated for bonafide mistakes on their part? Justify your answer. (250 Words, 20 Marks)

110. An apparel manufacturing company having a large number of women employees was losing sales due to various factors. The company hired a reputed marketing executive, who increased the volume of sales within a short span of time. However, some unconfirmed reports came up regarding his indulgence in sexual harassment at the workplace. After sometime a woman employee launched a formal complaint to the management against the marketing executive about sexually harassing her. Faced with the companies' indifference, in not taking cognizance of her grievances, she lodged an FIR with the police. Realizing the sensitivity and gravity of the situation, the company called the women employee to negotiate. In that she was offered a hefty sum of money to withdraw the complaint and the FIR and also give in writing that the marketing executive is not involved in the case. Identify the ethical issues involved in this case. What options are available to the women employee? (250 Words, 20 Marks)

111. In a modern democratic polity, there is a concept of the political executive and permanent executive elected people's representatives form the political executive and bureaucracy form the permanent executive. Ministers frame policy decisions and bureaucrats execute these. In the initial decades after independence, the relationship between the permanent executives and the political executives were characterized by mutual understanding, respect, and cooperation, without encroaching upon each other's domain. However, in subsequent decades, the situation has changed. There are instances of the political executive insisting upon the permanent executives to follow its agenda. Respect for an appreciation of upright bureaucrats has declined. There is an increasing tendency among the political executive to get involved in routine administrative matters such as transfers, posting etc. Under this scenario, there is a definitive trend towards 'politicization of bureaucracy'. The rising materialism and acquisitiveness in social life has also adversely impacted upon the ethical values of both the permanent executive and the political executive. What are the consequences of this 'politicization of bureaucracy? Discuss. (250 Words, 20 Marks)

112. In one of the districts of a frontier state, narcotics menace has been rampant. This has resulted in money laundering, mushrooming of poppy farming, arms smuggling and near stalling of education. The system is on the verge of collapse. The situation has been further worsened by unconfirmed reports that local politicians, as well as some senior police officers, are providing surreptitious patronage to the drug mafia. At that point of time a woman police officer, known for her skills in handling such situations is appointed as superintendent of police to bring the situation to normalcy. If you are the same police officer, identify the various dimensions of the crisis. Based on your understanding, suggest measures to deal with the crisis. (250 Words, 20 Marks)

113. In recent times, there has been an increasing concern in India to develop effective civil service ethics, code of conduct, transparency measures, ethics and integrity systems and anti-corruption agencies. In view of this, there is a need being felt to focus on three specific areas, which are directly relevant to the problems of internalizing integrity and ethics in the civil services. These are as follows: Anticipating specific threats to ethical standards and integrity in the civil services, Strengthening the ethical competence of civil servant and Developing administrative processes and practices which promote ethical values and integrity in civil services. Suggest institutional measures to address the above three issues. (250 Words, 20 Marks)

2020 — GS Paper IV : Questions

Q1(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

114. Discuss the role of ethics and values in enhancing the following three major components of Comprehensive National Power viz. human capital, soft power (culture and policies) and social harmony. (150 Words, 10 Marks)

Q1(b) · 10 marks · 150 words · *GS IV - Ethics*

115. “Education is not an injunction, it is an effective and pervasive tool for all round development of an individual and social transformation”. Examine the New Education Policy, 2020 (NEP, 2020) in light of the above statement. (150 Words,

Q2(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

116. Hatred is destructive of a person’s wisdom and conscience that can poison a nation’s spirit. Do you agree with this view? Justify your answer. (150 Words, 10 Marks)

Q2(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

117. What are the main components of emotional intelligence (EI)? Can they be learned? Discuss. (150 Words, 10 Marks)

Q3(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

118. What teachings of Buddha are most relevant today and why? Discuss. (150 Words, 10 Marks)

Q3(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

119. ‘The will to power exists, but it can be tamed and be guided by rationality and principles of moral duty’. Examine this statement in the context of international relations. (150 Words, 10 Marks)

Q4(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

120. Distinguish between laws and rules. Discuss the role of ethics in formulating them. (150 Words, 10 Marks)

Q4(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

121. A positive attitude is considered to be an essential characteristic of a civil servant who is often required to function under extreme stress. What contributes to a positive attitude in a person? (150 Words, 10 Marks)

Q5(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

122. What are the main factors responsible for gender inequality in India? Discuss the contribution of Savitribai Phule in this regard? (150 Words, 10 Marks)

Q5(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

123. ‘The current internet expansion has instilled a different set of cultural values which are often in conflict with traditional values.’ Discuss. (150 Words, 10 Marks)

Q6 · 10 marks · 150 words · *Ethics Theory and Aptitude*

124. What do each of the following quotations mean to you? (a) “Condemn none: if you stretch out a helping hand, do so. If not, fold your hands, bless brothers, and let them go their own way.”- Swami Vivekananda. (150 Words, 10 Marks)

Q6(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

125. “The best way to find yourself is to lose yourself in the service of others.”-Mahatma Gandhi (150 Words, 10 Marks)

Q8 · 20 marks · 250 words · *Ethics Case Study*

126. The Chairman of Bharat Missiles Ltd (BML) was watching a program on TV wherein the Prime Minister was addressing the nation on the necessity of developing a self-reliant India. He subconsciously nodded in agreement and smiled to himself as he mentally reviewed BML's journey in the past two decades. BML had admirably progressed from producing first generation anti- tank guided missiles (ATGMs) to designing and producing state of the art ATGM weapon systems that would be the envy of any army. He sighed in reconciliation with his assumptions that the government would probably not alter the status quo of a ban on export of military weaponry. To his surprise, the very next day he got a telephone call from the Director General, Ministry of Defence, asking him to discuss the modalities of increasing BML production of ATGMs as there is a probability of exporting the same to a friendly country. The Director General wanted the Chairman to discuss the details with his staff in Delhi next week. Two days later, at a press conference, the Defence Minister stated that he aims to double the current weapons export levels within five years. This would give an impetus to financing the development and manufacturing of indigenous weapons in the country. He also stated that all indigenous arms manufacturing nations have a very good record of international arms trade. As the Chairman of BML, what are your views on the following points? a. As an arms exporter of a responsible nation like India, what are the ethical issues involved in the arms trade? (250 Words, 20 Marks)

Q9 · 20 marks · 250 words · *Ethics Case Study*

127. Rampura, a remote district inhabited by a tribal population, is marked by extreme backwardness and abject poverty. Agriculture is the mainstay of the local population, though it is subsistence due to the very small landholdings. There is insignificant industrial or mining activity. Even the targeted welfare programs have inadequately benefited the tribal population. In this restrictive scenario, the youth has begun to migrate to other states to supplement the family income. Plight of minor girls is that their parents are persuaded by labour contractors to send them to work in the Bt Cotton farms of a nearby state. The soft fingers of the minor girls are well suited for plucking the cotton. The inadequate living and working conditions in these farms have caused serious health issues for the minor girls. NGOs in the districts of domicile and the cotton farms appear to be compromised and have not effectively espoused the twin issues of child labour and development of the area. You are appointed as the District Collector of Rampura. Identify the ethical issues involved. Which specific steps will you initiate to ameliorate the conditions of minor girls of your district and to improve the overall economic scenario in the district. (250 Words, 20 Marks)

128. You are a municipal commissioner of a large city, having the reputation of a very honest and upright officer. A huge multipurpose mall is under construction in your city in which a large number of daily wage earners are employed. One night, during monsoons, a big chunk of the roof collapsed causing instant death of four labourers including two minors. Many more were seriously injured requiring immediate medical attention. The mishap resulted in a big hue and cry, forcing the government to institute an enquiry. Your preliminary enquiry has revealed a series of anomalies. The material used for the construction was of poor quality. Despite the approved building plans permitting only one basement, an additional basement has been constructed. This was overlooked during the periodic inspections by the building inspector of the municipal corporation. In your enquiry, you noticed that the construction of the mall was given the green signal despite encroaching on areas earmarked for a green belt and a slip road in the Zonal Master Plan of the city. The permission to construct the mall was accorded by the previous Municipal Commissioner who is not only your senior and well known to you professionally, but also a good friend. Prima facie, the case appears to be of a widespread nexus between officials of the Municipal Corporation and the builders. Your colleagues are putting pressure on you to go slow in the enquiry. The builder, who is rich and influential, happens to be a close relative of a powerful minister in the state cabinet. The builder is persuading you to hush up the matter, promising you a fortune to do so. He also hinted that if this matter is not resolved at the earliest in his favour there is somebody in his office who is waiting to file a case against you under the POSH Act. Discuss the ethical issues involved in the case. What are the options available to you in this situation? Explain your selected course of action. (250 Words, 20 Marks)

129. Parmal is a small but underdeveloped district. It has a rocky terrain that is not suitable for agriculture, though some subsistence agriculture is being done on small plots of land. The area receives adequate rainfall and has an irrigation canal flowing through it. Amria, its administrative centre, is a medium-sized town. It houses a large district hospital, an Industrial Training Institute and some privately owned skill training centres. It has all the facilities of a district headquarters. A trunk railway line passes approximately 50 kilometers from Amria. Its poor connectivity is a major reason for the absence of any major industry therein. The state government offers a 10 year tax holiday as an incentive to new industry. In 2010 Anil, an industrialist decided to take benefits to set up Amria Plastic Works (APW) in Noora village, about 20km from Amria. While the factory was being built, Anil hired the required key labour and got them trained at the skill training centres at Amria. This act of his made the key personnel very loyal to APW. APW started production in 2011 with the labour drawn fully from Noora village. The villagers were very happy to get employment near their homes and were motivated by the key personnel to meet the production targets with high quality. APW started making large profits, a sizeable portion of which was used to improve the quality of life in Noora. By 2016, Noora could boast of a greener village and a renovated village temple. Anil liaised with the local MLA to increase the frequency of the bus services to Amria. The government also opened a primary health care centre and primary school at Noora in buildings constructed by APW. APW used its CSR funds to set up women's self- help groups, subsidize primary education to the village children and procure an ambulance for use by its employee and the needy. In 2019, there was a minor fire in APW. It was quickly extinguished as fire safety protocols were in place in the factory. Investigations revealed that the factory had been using electricity in excess of its authorized capacity. This was soon rectified. The next year, due to nationwide lockdown, the requirement of production fell for four months. Anil decided that all employees would be paid regularly. He employed them to plant trees and improve the village habitat. APW had developed a reputation of high-quality production and a motivated workforce. Critically analyse the story of APW and state the ethical issues involved. Do you consider APW as a role model for the development of backward areas? Give reasons. (250 Words, 20 Marks)

130. Migrant workers have always remained at the socio-economic margins of our society, silently serving as the instrumental labour force of urban y And I was tasked to oversee the functioning of the district disaster relief force in your district. economics. The pandemic has brought them into national focus. On the announcement of a countrywide lockdown, a very large number of migrant workers decided to move back from their places of employment to their native villages. The non-availability of transport created its own problems. Added to this was the fear of starvation and inconvenience to their families. This caused, the migrant workers to demand wages and transport facilities for returning to their villages. Their mental agony was accentuated by multiple factors such as a sudden loss of livelihood, possibility of lack of food and inability to assist in harvesting their rabi crop due to not being able to reach home in time. Reports of inadequate response of some districts in providing the essential boarding and lodging arrangements along the way multiplied their fears. You have learnt many lessons from this situation when you were tasked to oversee the functioning of the District Disaster Relief Force in your district. In your opinion what ethical issues arose in the current migrant crisis? What do you understand by an ethical caregiving state? What assistance can the civil society render to mitigate the sufferings of migrants in similar situations? (250 Words, 20 Marks)

2021 — GS Paper IV : Questions

131. What does each of the following quotations mean to you? (a) “Every work has got to pass through hundreds of difficulties before succeeding. Those that persevere will see the light, sooner or later.” - Swami Vivekananda. (10 Marks, 150 Words)

132. You are Vice Principal of a degree college in one of the middle – class towns. Principal has recently retired, and management is looking for his replacement. There are also feelers that the management may promote you as Principal. In the meantime, during annual examination the flying squad came from the university caught two students red-handed involving in unfair means. A senior lecturer of the college was personally helping these students in this act. This senior lecturer also happens to be close to the management. One of the students was son of a local politician who was responsible in getting college affiliated to the present reputed university. The second student was son of a local businessman who has donated maximum funds for running of the college. You immediately informed the management regarding this unfortunate incident. The management told you to resolve the issue with flying squad at any cost. They further said that such incident will not only tarnish the image of the college but also the politician and businessman are very important personalities for the functioning of the college. You were also given hint that your further promotion to Principal depends on your capability in resolving this issue with flying squad. In the meantime, you were intimidated by your administrative officer that certain members of the student union are protesting outside the college gate against the senior lecturer and the students involved in this incident and demanding strict action against defaulters. (a) Discuss the ethical issues involved in the case. (b) Critically examine the options available with you as Vice Principal. What option will you adopt and why? (20 Marks, 250 Words)

133. An elevated corridor is being constructed to reduce traffic congestion in the capital of a particular state. You have been selected as project manager of this prestigious project on your professional competence and experience. The deadline is to complete the project in next two years by 20 June, 2021, since this project is to be inaugurated by the Chief Minister before the elections are announced in the second week of July 2021. While carrying out the surprise inspection by inspecting team, a minor crack was noticed in one of the piers of the elevated corridor possibly due to poor material used. You immediately informed the chief engineer and stopped further work. It was assessed by you that minimum three piers of the elevated corridor have to be demolished and reconstructed. But this process will delay the project minimum by four to six months. But the chief engineer overruled the observation of inspecting team on the ground that it was a minor crack which will not in any way impact the strength and durability of the bridge. He ordered you to overlook the observation of inspecting team and continue working with same speed and tempo. He informed you that the minister does not want any delay as he wants the chief Minister to inaugurate the elevated corridor before the elections are declared. Also informed you that the contractor is far relative of the minister, and he wants him to finish the project. He also gave you hint that your further promotion as additional chief engineer is under consideration with the ministry. However, you strongly felt that the minor crack in the pier of the elevated corridor will adversely affect the health and life of the bridge and therefore it will be very dangerous not to repair the elevated corridor. (a) Under the given conditions, what are the options available to you as a project manager? (b) What are the ethical dilemmas being faced by the project manager? (c) What are the professional challenges likely to be faced by the project manager and his response to overcome such challenges? (d) What can be the consequences of overlooking the observation raised by the inspecting team? (20 Marks, 250 Words)

134. The coronavirus disease (CoVID-19) pandemic has quickly spread to various countries. As on May 8th, 2020, in India 56342 positive cases of corona had been reported. India with a population of more than 1-35 billion had difficulty in controlling the transmission of coronavirus among its population. Multiple strategies became necessary to handle this outbreak. The Ministry of Health and Family Welfare of India raised awareness about this outbreak and to take all necessary actions to control the spread of COVID-19. Indian Government implemented a 55- day lockdown throughout the country to reduce the transmission of the virus. Schools and colleges had shifted to alternative mode of teaching-learning- evaluation and certification. Online mode became popular during these days. India was not prepared for a sudden onslaught of such a crisis due to limited infrastructure in terms of human resource, money and other facilities needed for taking care of this situation. This disease did not spare anybody irrespective of caste, creed, religion on the one hand and have and have not' on the other. Deficiencies in hospital beds, oxygen cylinders, ambulances, hospital staff and crematorium were the most crucial aspects You are a hospital administrator in a public hospital at the time when coronavirus had attacked large number of people and patients were pouring into hospital day in and day out. (a) What are your criteria and justification for putting your clinical and non-clinical staff to attend to the patients knowing fully well that it is highly infectious disease and resources, and infrastructure are limited? (b) If yours is a private hospital, whether your justification and decision would remain same as that of a public hospital? (25 Marks, 250 Words)

135. A Reputed food product company based in India developed a food product for international market and started exporting the same after getting necessary approvals. The company announced this achievement and also indicated that soon the product will be made available for the domestic consumers with almost same quality and health benefits. Accordingly, the company got its product approved by the domestic competent authority and launched the product in Indian market. The company could increase its market share over a period of time and earned substantial profit both domestically and internationally. However, the random sample test conducted by inspecting team found the product being sold domestically in variance with the approval obtained from the competent authority. On further investigation, it was also discovered that the food company was not only selling products which were not meeting the health standard of the country but also selling the rejected export products in the domestic market. This episode adversely affected the reputation and profitability of the food company. (a) What action do you visualise should be taken by the competent authority against the food company for violating the laid down domestic food standard and selling rejected export products in domestic market? (b) What course of action is available with the food company to resolve the crisis and bring back its lost reputation? (c) Examine the ethical dilemma involved in the case. (20 Marks, 250 Words)

136. Pawan is working as an officer in the State Government for the last ten years. As a part of routine transfer, he was posted to another department. He joined in a new office along with five other colleagues. The head of the office was a senior officer conversant with the functioning of the office. As a part of general inquiry, Pawan gathered that his senior officer carries the reputation of being difficult and insensitive person having his own disturbed family life. Initially, all seem to go well. However, after some time Pawan felt that the senior officer was belittling him and at times unreasonable. Whatever suggestions given or views expressed by Pawan in the meetings were summarily rejected and the senior officer would express displeasure in the presence of others. It became a pattern of boss's style of functioning to show him in bad light highlighting his shortcomings and humiliating publicly. It became apparent that though there are no serious work-related problems/ shortcomings, the senior officer was always on one pretext or the other and would scold and shout at him. The continuous harassment and public criticism of Pawan resulted in loss of confidence, self-esteem, and equanimity. Pawan realised that his relations with his senior officer are becoming more toxic and due to this, he felt perpetually tensed, anxious, and stressed. His mind was occupied with negativity and caused him mental torture, anguish, and agony. Eventually, it badly affected his personal and family life. He was no longer joyous, happy, and contented even at home. Rather without any reason he would lose his temper with his wife and other family members. The family environment was no longer pleasant and congenial. His wife who was always supportive to him also became a victim of his negativity and hostile behaviour. Due to harassment and humiliation suffering by him in the office, comfort and happiness virtually vanished from his life. Thus, it damaged his physical and mental health. (a) What are the options available with Pawan to cope with the situation? (b) What approach Pawan should adopt for bringing peace, tranquillity and congenial environment in the office and home? (c) As an outsider, what are your suggestions for both boss and subordinate to overcome this situation and for improving the work performance, mental and emotional hygiene? (d) In the above scenario, what type of training would you suggest for officers at various levels in the government offices? (20 Marks, 250 Words)

2022 — GS Paper IV : Questions

Q3(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

137. Ethics is knowing the difference between what you have the right to do and what is right to do.’- Potter Stewart. (150 Words, 10 Marks)

Q3(c) · 10 marks · 150 words · *GS IV - Ethics*

138. “Judge your success by what you had to give up in order to get it.” Dalai Lama. (Answer in 150 words)

Q4(b) · 10 marks · 150 words · *GS IV - Ethics*

139. Online methodology is being used for day- to-day meetings, institutional approvals in the administration and for teaching and learning in education sector to the extent telemedicine in the health sector is getting popular with the approvals of the competent authority. No doubt it has advantages and disadvantages for both the beneficiaries and the system at large. Describe and discuss the ethical issues involved in the use of online method particularly to vulnerable sections of society. (Answer in 150 words)

140. Prabhat was working as Vice President (Marketing) at Sterling Electric Ltd., a reputed multinational company. But presently the company was passing through the difficult times as the sales were continuously showing a downward trend in the last two quarters. His division, which hitherto had been a major revenue contributor to the company's financial health, was now desperately trying to procure some big government order for them. But their best efforts did not yield any positive success or breakthrough. His was a professional company and his local bosses were under pressure from their London-based HO to show some positive results. In the last performance review meeting taken by the Executive Director (India Head), he was reprimanded for his poor performance. He assured them that his division is working on a special contract from the Ministry of Defence for a secret installation near Gwalior and tender is being submitted shortly. He was under extreme pressure and he was deeply perturbed. What aggravated the situation further was a warning from the top that if the deal is not clinched in favour of the company, his division might have to be closed and he may have to quit his lucrative job. There was another dimension which was causing him deep mental torture and agony. This pertained to his personal precarious financial health. He was a single earner in the family with two school-college going children and his old ailing mother. The heavy expenditure on education and medical was causing a big strain to his monthly pay packet. Regular EMI for housing loans taken from banks is unavoidable and any default would render him liable for severe legal action. In the above backdrop, he was hoping for some miracle to happen. There was a sudden turn of events. His Secretary informed that a gentleman Subhas Verma wanted to see him as he was interested in the position of Manager which was to be filled by him in the company. He further brought to his notice that his CV has been received through the office of the Minister of Defence. During the interview of the candidate-Subhash Verma, he found him technically sound, resourceful and an experienced marketeer. He seemed to be well-conversant with tendering procedures and having a knack of follow-up and liaising in this regard Prabhat felt that he was a better choice than the rest of the candidates who were recently interviewed by him in the last few days. Subhash Verma also indicated that he was in possession of the copies of the bid documents that the Unique Electronics Ltd. would be submitting the next day to the Defence Ministry for their tender. He offered to hand over those documents subject to his employment in the company on suitable terms and conditions. He made it clear that in the process, the Sterling Electric Ltd. could outbid their rival company and get the bid and hefty Defence Ministry order. He indicated that it will be a win-win situation for both-him and the company. Prabhat was absolutely stunned. It was a mixed feeling of shock and thrill. He was uncomfortable and perspiring. If accepted, all his problems would vanish instantly and he may be rewarded for securing the much awaited tender and thereby boosting the company's sales and financial health. He was in a fix as to the future course of action. He was wonder-struck at the guts of Subhash Verma in having surreptitiously removing his own company papers and offering to the rival company for a job. Being an experienced person, he was examining the pros and cons of the proposal/situation and he asked him to come the next day. (a) Discuss the ethical issues involved in the case. (b) Critically examine the options available to Prabhat in the above situation. (b) Options available to Prabhat: Option Merits Demerits Prabhat could save his job and the division, potentially receiving a reward from his company. Accept Verma's offer Prabhat would be employing a qualified and experienced candidate. Reject Verma's offer but hire him based on his qualifications This would demonstrate Prabhat's integrity and adherence to ethical business practices. Report Verma's offer to his superiors or to Unique Electronics Ltd. (c) Which of the above would be the most appropriate for Prabhat and why? (250 words, 20 Marks)

141. Ramesh is State Civil Services Officer who got the opportunity of getting posted to the capital of a border State after rendering 20 years of service. Ramesh's mother has recently been detected cancer and has been admitted in the leading cancer hospital of the city. His two adolescent children have also got admission in one of the best public schools of the town. After settling down in his appointment as Director in the Home Department of the State, Ramesh got confidential report through intelligence sources that illegal migrants are infiltrating in the State from the neighbouring country. He decided to personally carry out surprise check of the border posts along with his Home Department team. To his surprise, he caught red-handed two families of 12 members infiltrated with the connivance of the security personnel at the border posts. On further inquiry and investigation, it was found that after the migrants from neighbouring country infiltrate, their documentation like Aadhaar Prabhat is still left without a solution for the failing sales of his division, and he might lose a potentially good candidate. Card, Ration Card and Voter Card are also forged and they are made to settle down in a particular area of the State. Ramesh prepared the detailed and comprehensive report and submitted it to the Additional Secretary of the State. However, he has summoned by the Additional Home Secretary after a week and was instructed to withdraw the report. The Additional Home Secretary informed Ramesh that the report submitted by him has not been appreciated by the higher authorities. He further cautioned him that if he fails to withdraw the confidential report, he will not only be posted out from the prestigious appointment from the State capital but his further promotion which is due in near future will also get in jeopardy. (a) What are the options available to Ramesh as the Director of the Home Department of the bordering State? (b) What option should Ramesh adopt and why? (c) Critically evaluate each of the options. (d) What are the ethical dilemmas being faced by Ramesh? (e) What policy measures would you suggest to combat the menace of infiltration of illegal migrants from the neighbouring country? (250 words, 20 Marks)

142. The Supreme Court has banned mining in the Aravalli Hills to stop degradation of the forest cover and to maintain ecological balance. However, the stone mining is still prevalent in the border district of the affected State with connivance of certain corrupt forest officials and politicians. Young and dynamic SP who was recently posted in the affected district promised to himself to stop this menace. In one of his surprise checks with his team, he found loaded truck with stone trying to escape the mining area. He tried to stop the truck but the truck driver overran the police officer, killing him on the spot and thereafter managed to flee. Police filed FIR but no breakthrough was achieved in the case for almost three months. Ashok who was the Investigative Journalist working with leading TV channel, suo moto started investigating the case. Within one month, Ashok got breakthrough by interacting with local people, stone mining mafia and government officials. He prepared his investigative story and presented to the CMD of the TV channel. He exposed in his investigative report the complete nexus of stone mafia working with blessing of corrupt police and civil officials and politicians. The politician who was involved in the mafia was no one else but local MLA who was considered to be very close to the Chief Minister. After going through the investigative report, the CMD advised Ashok to drop the idea of making the story public through electronic media. He informed that the local MLA was not only the relative of the owner of the TV channel but also had unofficially 20 percent share in the channel. The CMD further informed Ashok that his further promotion and hike in pay will be taken care of in addition the soft loan of 10 lakhs which he has taken from the TV channel for his son's chronic disease will be suitably adjusted if he hands over the investigative report to him. (a) What are the options available with Ashok to cope up with the situation? (b) Critically evaluate/examine each of the options identified by Ashok. (c) What are the ethical dilemmas being faced by Ashok? (d) Which of the options, do you think, would be the most appropriate for Ashok to adopt and why? (e) In the above scenario, what type of training would you suggest for police officers posted to such districts where stone mining illegal activities are rampant? (250 words, 20 Marks)

143. You have done MBA from a reputed institution three years back but could not get campus placement due to COVID-19 generated recession. However, after a lot of persuasion and a series of competitive tests including written and interview, you managed to get a job in a leading shoe company. You have ageing parents who are dependent and staying with you. You also recently got married after getting this decent job. You were allotted the Inspection Section which is responsible for clearing the final product. In the first year, you learnt your job well and was appreciated for your performance by the management. The company is doing good business for the last five years in the domestic market and this year it is even decided to export to Europe and Gulf countries. However, one large consignment to Europe was rejected by their Inspecting Team due to certain poor quality and was sent back. The top management ordered that the consignment to be cleared for the domestic market. As a part of the Inspecting Team, you observed the glaring poor quality and brought to the knowledge of the Team Commander. However, the top management advised all the members of the team to overlook these defects as the management cannot bear such a huge loss. Rest of the team members except you promptly signed and cleared the consignment for the domestic market, overlooking glaring defects. You again brought to the knowledge of the Team Commander that such consignment, if cleared even for the domestic market, will tarnish the image and reputation of the company and will be counter-productive in the long run. However, you were further advised by the top management that if you do not clear the consignment, the company will not hesitate to terminate your services citing certain innocuous reasons. (a) Under the given conditions, what are the options available to you as a member of the Inspecting Team? (b) Critically evaluate each of the options listed by you. (c) What option would you adopt and why? (d) What are the ethical dilemmas being faced by you? (e) What can be the consequences of overlooking the observations raised by the Inspecting Team? (250 words, 20 Marks)

144. Rakesh was working as a Joint Commissioner in the Transport department of a city. As a part of his job profile, among others, he was entrusted with the task of overseeing the control and functioning of the City Transport Department. A case strike by drivers' union of the City Transport Department over the issue of compensation to a driver who died on duty while driving the bus came up before him for decision in the matter. He gathered that the driver (deceased) was plying Bus No. 528 which passed through busy and congested roads of the city. It so happened that near an intersection on the way, there was an accident involving a middle-aged man. It was found that there was an altercation between the driver and the car driver. Heated arguments between them led to a fight and the driver gave him a blow. Lot of passersby had gathered and tried to intervene but without success. Eventually, both of them were badly injured and profusely bleeding and were taken to the nearby hospital. The driver succumbed to the injuries and could not be saved. The middle-aged driver's condition was also critical but after a day, he recovered and was discharged. Police had immediately come to the spot and an FIR was registered. Police investigation revealed that the quarrel was started by the bus driver and he had resorted to physical violence. There was an exchange of blows between them. The City Transport Department management is considering not giving any extra compensation to the driver's (deceased) family. The family is very aggrieved, depressed and agitated against the discriminatory and non-sympathetic approach of the City Transport Department management. The bus driver (deceased) was 52 years of age, was survived by his wife and two school-college going daughters. He was the sole earner of the family. The City Transport Department workers' union took up this case and when found no favourable response from the management, decided to go on strike. The union's demand was two fold. First was full extra compensation as given to other drivers who died on duty and secondly employment to one family member. The strike has continued for 10 days and the deadlock remains. (a) What are the options available to Rakesh to meet the above situation? (b) Critically examine each of the options identified by Rakesh (c) What are the ethical dilemmas being faced by Rakesh? (d) What course of action would Rakesh adopt to diffuse the above situation? (250 words, 20 Marks)

145. You are appointed as an officer heading the section in Environment Pollution Control Board to ensure compliance and its follow-up. In that region, there were large number of small and medium industries which had been granted clearance. You learnt that these industries provide employment to many migrant workers. Most of the industrial units have got environmental clearance certificate in their possession. The environmental clearance seeks to curb industries and projects that supposedly hamper environment and living species in the region, But in practice most of these units remain to be polluting units in several ways like air, water and soil pollution. As such, local people encountered persistent health problems. It was confirmed that the majority of the industries were violating environmental compliance. You issued notice to all the industrial units to apply for fresh environmental clearance certificate from the competent authority. However, your action met with hostile response from a section of the industrial units, other vested interest persons and a section of the local politicians. The workers also became hostile to you as they felt that your action would lead to the closure of these industrial units, and the resultant unemployment will lead to insecurity and uncertainty in their livelihood. Many owners of the industries approached you with the plea that you should not initiate harsh action as it would compel them to sell their units, and cause huge financial loss, shortage of their products in the market. These would obviously add to the sufferings of the labourers and the consumers alike. The labour union also sent you a representation requesting against the closure of the units. You simultaneously started receiving threats from unknown corners. You however received support from some of your colleagues, who advised you to act freely to ensure environmental compliance. Local NGOs also came to your support and they demanded the closure of the polluting units immediately. (a) What are the options available to you under the given situation? (b) Critically examine the options listed by you. (c) What type of mechanism would you suggest to ensure environmental compliance? (d) What are the ethical dilemmas you faced in exercising your option? (250 words, 20 Marks)

2023 — GS Paper IV : Questions

Q1(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

146. What do you understand by ‘moral integrity’ and ‘professional efficiency’ in the context of corporate governance in India? Illustrate with suitable examples. (10 marks, 150 words)

Q1(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

147. ‘International aid’ is an accepted form of helping ‘resource-challenged’ nations. Comment on ‘ethics in contemporary international aid’. Support your answer with suitable examples. (10 marks, 150 words)

Q2(a) · 10 marks · 150 words · *Ethics Theory and Aptitude*

148. “Corruption is the manifestation of the failure of core values in the society.” In your opinion, what measures can be adopted to uplift the core values in the society? (10 marks, 150 words)

Q2(b) · 10 marks · 150 words · *GS IV - Ethics*

149. In the context of the work environment, differentiate between ‘coercion’ and ‘undue influence’ with suitable examples. (10 marks, 150 words)

Q3(a) · 10 marks · 150 words · *GS IV - Ethics*

150. “The simplest acts of kindness are by far more powerful than a thousand heads bowing A senior official pressuring a subordinate to engage in unethical practices by threatening withdrawal of medical benefits. in prayer.” — Mahatma Gandhi. Explain. (10 marks, 150 words)

Q3(b) · 10 marks · 150 words · GS IV - Ethics

151. “To awaken the people, it is the women who must be awakened. Once she is on the move, the family moves, the village moves, the nation moves.” — Jawaharlal Nehru. Explain. (10 marks, 150 words)

Q3(c) · 10 marks · 150 words · GS IV - Ethics

152. “Do not hate anybody, because that hatred that comes out from you must, in the long run, come back to you. If you love, that love will come back to you, completing the circle.” — Swami Vivekananda. Explain. (10 marks, 150 words)

Q4(a) · 10 marks · 150 words · GS IV - Ethics

153. “What really matters for success, character, happiness and lifelong achievements is a definite set of emotional skills – your EQ – not just purely cognitive abilities that are measured by conventional IQ tests.” Do you agree with this view? Give reasons in support of your answer. (10 marks, 150 words)

Q5(a) · 10 marks · 150 words · Ethics Theory and Aptitude

154. Is conscience a more reliable guide when compared to laws, rules and regulations in the context of ethical decision-making? Discuss. (10 marks, 150 words)

Q5(b) · 10 marks · 150 words · Ethics Theory and Aptitude

155. ‘Probity is essential for an effective system of governance and socio-economic development.’ Discuss. (10 marks, 150 words)

Q6(a) · 10 marks · 150 words · GS IV - Ethics

156. What were the major teachings of Guru Nanak? Explain their relevance in the contemporary world. (10 marks, 150 words)

Q6(b) · 10 marks · 150 words · GS IV - Ethics

157. Explain the term social capital. How does it enhance good governance? (10 marks, 150 words)

Q7 · 20 marks · 250 words · Ethics Case Study

158. You are working as an executive in a nationalised bank for several years. One day one of your close colleagues tells you that her father is suffering from heart disease and needs surgery immediately to survive. She also tells you that she has no insurance and the operation will cost about Rs. 10 lakh. You are also aware of the fact that her husband is no more and that she is from a lower middle-class family. You are empathetic about her situation. However, apart from expressing your sympathy, you do not have the resources to fund her. A few weeks later, you ask her about the well-being of her father and she informs you about his successful surgery and that he is recovering. She then confides in you that the bank manager was kind enough to facilitate the release of Rs. 10 lakh from a dormant account of someone to pay for the operation with a promise that it should be confidential and be repaid at the earliest. She has already started paying it back and will continue to do so until it is all returned. (a) What are the ethical issues involved? (b) Evaluate the behaviour of the bank manager from an ethical point of view. (c) How would you react to the situation? (20 marks, 250 words)

159. A landslide occurred in the middle of the night on 20th July, 2023 in a remote mountain hamlet, approximately 60 kilometres from Uttarkashi. The landslide was caused by torrential rains and has resulted in large-scale destruction of property and life. You, as District Magistrate of that area, have rushed to the spot with a team of doctors, NGOs, media and police along with numerous support staff to oversee the rescue operations. A man came running to you with a request for urgent medical help for his pregnant wife who is in labour and is losing blood. You directed your medical team to examine his wife. They return and convey to you that this woman needs blood transfusion immediately. Upon enquiry, you come to know that a few blood collection bags and blood group test kits are available in the ambulance accompanying your team. Few people of your team have already volunteered to donate blood. Being a physician who has graduated from AIIMS, you know that blood for transfusion needs to be procured only through a recognized blood bank. Your team members are divided on this issue; some favour transfusion, while some others oppose it. The doctors in the team are ready to facilitate the delivery provided they are not penalized for transfusion. Now you are in a dilemma. Your professional training emphasizes on prioritising service to humanity and saving lives of individuals. (a) What are the ethical issues involved in this case? (b) Evaluate the options available to you, being District Magistrate of the area. (20 marks, 250 words)

160. At 9 pm on Saturday evening, Rashika, a Joint Secretary, was still engrossed in her work in her office. Her husband, Vikram, is an executive in an MNC and frequently out of town in connection with his work. Their two children aged 5 and 3 are looked after by their domestic helper. At 9:30 pm her superior, Mr. Suresh calls her and asks her to prepare a detailed note on an important matter to be discussed in a meeting in the Ministry. She realises that she will have to work on Sunday to finish the additional task given by her superior. She reflects on how she had looked forward to this posting and had worked long hours for months to achieve it. She had kept the welfare of people uppermost in discharging her duties. She feels that she has not done enough justice to her family and she has not fulfilled her duties in discharging essential social obligations. Even as recently as last month she had to leave her sick child in the nanny's care as she had to work in the office. Now, she feels that she must draw a line, beyond which her personal life should take precedence over her professional responsibilities. She thinks that there should be reasonable limits to the work ethics such as punctuality, hard work, dedication to duty and selfless service. (a) Discuss the ethical issues involved in this case. (b) Briefly describe at least four laws that have been enacted by the Government with respect to providing a healthy, safe and equitable working environment for women. (c) Imagine you are in a similar situation. What suggestions would you make to mitigate such working conditions? (20 Marks, 250 words)

161. Vinod is an honest and sincere IAS officer. Recently, he has taken over as Managing Director of the State Road Transport Corporation, his sixth transfer in the past three years. His peers acknowledge his vast knowledge, affability and uprightness. The Chairman of the State Road Transport Corporation is a powerful politician and is very close to the Chief Minister. Vinod comes to know about many alleged irregularities of the Corporation and the high-handedness of the Chairman in financial matters. A Board Member of the Corporation belonging to the Opposition Party meets Vinod and hands over a few documents along with a video recording in which the Chairman appears to be demanding bribe for placing a huge order for the supply of QMR tyres. Vinod recollects the Chairman expediting clearing of pending bills of QMR tyres. Vinod confronts the Board Member as to why he is shying away from exposing the Chairman with the so-called solid proof he has with him. The member informs him that the Chairman refuses to yield to his threats. He adds that Vinod may earn recognition and public support if he himself (a) Options Available to Vinod Option Pros Cons Whistleblowing (public exposure) Aligns with duty to public interest; exposes corruption. Risks transfer, political backlash, career harm. Take the issue up internally Maintains official protocol; avoids external exploitation. May be suppressed due to Chairman's influence. Hand over evidence to a neutral investigative body (e.g., CVC) Ensures impartial investigation; Vinod avoids direct confrontation. Could still invite political repercussions. Stay silent Avoids immediate risk. Compromises integrity, perpetuates corruption. Discuss directly with Chairman Provides chance for clarification; could resolve internally. May lead to cover-up or retaliation if guilty. Resign from post Upholds personal integrity; avoids complicity. Seen as evasion of duty; career setback. Most Balanced

162. 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)

163. You hold a responsible position in a ministry in the government, One day in the morning you received a call from the school of your 11-year- old son that you are required to come and meet the Principal. You proceed to the school and find your son in the Principal's office. The Principal informs you that your son had been found wandering aimlessly in the grounds during the time classes were in progress. The class teacher further informs you that your son has lately become a loner and did not respond to questions in the class, he had also been unable to perform well in the football trials held recently. You bring your son back from school and in the evening, you along with your wife try to find out the reasons for your son's changed behaviour. After repeated cajoling, your son shares that some children had been making fun of him in the class as well as in the WhatsApp group of the students by calling him stunted, duh and a frog. He tells you the names of a few children who are the main culprits but pleads with you to let the matter rest. After a few days, during a sporting event, where you and your wife have gone to watch your son play, one of your colleague's son shows you a video in which students have caricatured your son. Further, he also points out to the perpetrators who were sitting in the stands. You purposefully walk past them with your son and go home. Next day, you find on social media, a video denigrating you, your son and even your wife, stating that you engaged in physical bullying of children on the sports field. The video became viral on social media. Your friends and colleagues began calling you to find out the details. One of your juniors advised you to make a counter video giving the background and explaining that nothing had happened on the field. You, in turn posted a video which you have captured during the sporting event, identifying the likely perpetrators who were responsible for your son's predicament. You have also narrated what has actually happened in the field and made attempts to bring out the adverse effects of the misuse of social media. (a) Based on the above case study, discuss the ethical issues involved in the use of social media. (b) Discuss the pros and cons of using social media by you to put across the facts to counter the fake propaganda against your family. (20 marks, 250 words)

2024 — GS Paper IV : Questions

Q1(a) · 10 marks · 150 words · *GS IV - Ethics*

164. The application of Artificial Intelligence as a dependable source of input for administrative rational decision-making is a debatable issue. Critically examine the statement from the ethical point of view. (150 Words, 10 Marks)

Q1(b) · 10 marks · 150 words · *Ethics Theory and Aptitude*

165. "Ethics encompasses several key dimensions that are crucial in guiding individuals and organizations towards morally responsible behaviour." Explain the key dimensions of ethics that influence human actions. Discuss how these dimensions shape ethical decision-making in the professional context. (150 Words, 10 Marks)

Q2(a) · 10 marks · 150 words · *GS IV - Ethics*

166. "It is not enough to talk about peace, one must believe in it; and it is not enough to believe in it, one must act upon it." In the present context, the major weapon industries of the developed nations are adversely influencing continuation of number of wars for their own self-interest, all around the world. What are the ethical considerations of the powerful nations in today's international arena to stop continuation of ongoing conflicts? (150 Words, 10 Marks)

Q3 · 10 marks · 150 words · GS IV - Ethics

167. Given below are three quotations of great thinkers. What do each of these quotations convey to you in the present context? (a) “Learn everything that is good from others, but bring it in, and in your own way absorb it, do not become others.” - Swami Vivekananda (150 Words, 10 Marks)

Q4(a) · 10 marks · 150 words · GS IV - Ethics

168. “The concept of Just and Unjust is contextual. What was just a year back, may turn out to be unjust in today’s context. Changing context should be constantly under scrutiny to prevent miscarriage of justice.” Examine the above statement with suitable examples. (150 Words, 10 Marks)

Q4(b) · 10 marks · 150 words · GS IV - Ethics

169. “Mindless addiction to Form, ignoring the Substance of the matter, results in rendering of injustice. A perceptive civil servant is one who ignores such literalness and carries out true intent,” Examine the above statement with suitable illustrations. (150 Words, 10 Marks)

Q7 · 20 marks · 250 words · Ethics Case Study

170. There is a technological company named ABC Incorporated which is the second largest worldwide, situated in the Third World. You are the Chief Executive Officer and the majority shareholder of this company. The fast technological improvements have raised worries among environmental activists, regulatory authorities, and the general public over the sustainability of this scenario. You confront substantial issues about the business’s environmental footprint. In 2023, your organization had a significant increase of 48% in greenhouse gas emissions compared to the levels recorded in 2019. The significant rise in energy consumption is mainly due to the surging energy requirements of your data centers, fuelled by the exponential expansion of Artificial Intelligence (AI). AI-powered services need much more computational resources and electrical energy compared to conventional online activities, notwithstanding their notable gains. The technology’s proliferation has led to a growing concern over the environmental repercussions, resulting in an increase in warnings. AI models, especially those used in extensive machine learning and data processing, exhibit much greater energy consumption than conventional computer tasks, with an exponential increase. Although there is already a commitment and goal to achieve net zero emissions by 2030, the challenge of lowering emissions seems overwhelming as the integration of AI continues to increase. To achieve this goal, substantial investments in renewable energy use would be necessary. The difficulty is exacerbated by the competitive environment of the technology sector, where rapid innovation is essential for preserving market standing and shareholders’ worth. To achieve a balance between innovation, profitability and sustainability, a strategic move is necessary that is in line with both, business objectives and ethical obligations. (a) What is your immediate response to the challenges posed in the above case? (b) Discuss the ethical issues involved in the above case. (c) Your company has been identified to be penalized by technological giants. What logical and ethical arguments will you put forth to convince about its necessity? (d) Being a conscience being, what measures would you adopt to maintain balance between AI innovation and environmental footprint? (250 words, 20 Marks)

Q9 · 20 marks · 250 words · Ethics Case Study

171. With multipronged strategy of the Central and State Governments specially in the last few years, the naxalite problem has been resolved to a large extent in the affected states of the country. However, there are a few pockets in certain states where naxalite problem still persists mainly due to involvement of foreign countries. Rohit is posted as SP (Special Operations) for the last one year, in one of the districts which is still affected by the naxalite problem. The district administration has taken a lot of developmental works in the recent past in the naxalite affected areas to win the hearts and minds of the people. Over a period of time, Rohit has established an police in dealing with women protesters? (250 words, 20 Marks)

172. Sneha is a Senior Manager working for a big reputed hospital chain in a mid-sized city. She has been made in-charge of the new super speciality center that the hospital is building with state-of-the-art equipment and world class medical facilities. The building has been reconstructed and she is starting the process of procurement for various equipment and machines. As the head of the committee responsible for procurement, she has invited bids from all the interested reputed vendors dealing in medical equipment. She notices that her brother, who is a well-known supplier in this domain, has also sent his expression of interest. Since the hospital is privately owned, it is not mandatory for her to select only the lower bidder. Also, she is aware that her brother's company has been facing some financial difficulties and a big supply order will help him recover. At the same time, allocating the contract to her brother might bring charges of favouritism against her and tarnish her image. The hospital management trusts her fully and would support any decision of hers. (a) What should be Sneha's course of action? (b) How would she justify what she chooses to do? (c) In this case, how is medical ethics compromised with vested personal interest? (250 words, 20 Marks)

173. With the summer heat being exceptionally severe this year, the district has been facing severe water shortage. The District Collector has been mobilizing his subordinate officials to conserve the remaining water reserves for preventing the district from plunging into acute drinking water crisis. Along with an awareness campaign for conserving water, strict measures have been taken for stopping the over-exploitation of ground-water. Vigilance teams have been deployed to tour the villages and find the farmers who are drawing water from deep borewells or from the river. Stakeholders involved & their interests: Stakeholders Interest Concern Farmers Access to water for irrigation to protect their crops and livelihood Feeling unfairly restricted while industries use large amounts of water Industries Continued water supply for production to maintain operations and prevent job losses Potential water restrictions impacting business and employment reservoir for irrigation. The farmers are agitated by such action. A delegation of farmers meets the District Collector with their issues and complains that while they are not being allowed to irrigate their crops, big industries located near the river are drawing huge amounts of water through deep borewells for their industrial processes. The farmers allege that their administration is anti-farmer and corrupt, being bribed by the industry. The district needs to placate the farmers as they are threatening to go on a prolonged protest. At the same time, the District Collector has to deal with the water crisis. The industry cannot be closed as this would result in a large number of workers being unemployed. (a) Discuss all options available to the District Collector as a District Magistrate. (b) What suitable actions can be taken in view of mutually compatible interests of the stakeholders? (c) What are the potential administrative and ethical dilemmas for the District Collector? (250 words, 20 Marks)

Q12 · 20 marks · 250 words · *Ethics Case Study*

174. Dr. Srinivasan is a senior scientist working for a reputed biotechnology company known for its cutting-edge research in pharmaceuticals. Dr. Srinivasan is heading a research team working on a new drug aimed at treating a rapidly spreading variant of a new viral infectious disease. The disease has been rapidly spreading across the world and the cases reported in the country are increasing. There is huge pressure on Dr. Srinivasan's team to expedite the trials for the drug as there is significant market for it, and the company wants to get the first-mover advantage in the market. During a team meeting, some senior team members suggest some shortcut for expediting the clinical trials for the drug and for getting the requisite approvals. These include manipulating data to exclude some negative outcomes and selectively reporting positive results foregoing the process of informed consent and using compounds already patented by a rival company, rather than developing one's own component. Dr. Srinivasan is not comfortable taking such shortcuts, at the same time he realises meeting the targets is impossible without using these means. (a) What would you do in such a situation? (b) Examine your options and consequences in the light of the ethical questions involved. (c) How can data ethics and drug ethics save humanity at large in such a scenario? (250 words, 20 Marks)

2025 — GS Paper IV : Questions

Q1(a) · 10 marks · 150 words · *Ethics and Technology*

175. In the present digital age, social media has revolutionised our way of communication and interaction. However, it has raised several ethical issues and challenges. Describe the key ethical dilemmas in this regard. (Answer in 150 words)

Q1(b) · 10 marks · 150 words · *Constitutional Morality*

176. Constitutional morality is not a natural sentiment but a product of civil education and adherence of the rule of law. Examine the significance of constitutional morality for public servant highlighting the role in promoting good governance and ensuring accountability in public administration. (Answer in 150 words)

Q2(a) · 10 marks · 150 words · *Ethics in International Relations*

177. Carl von Clausewitz once said, 'War is a diplomacy by other means.' Critically analyse the above statement in the present context of contemporary geo-political conflict. (Answer in 150 words)

Q2(b) · 10 marks · 150 words · *Environment, Security and Ethics*

178. Keeping the national security in mind, examine the ethical dilemmas related to controversies over environmental clearance of development projects in ecologically sensitive border areas in the country. (Answer in 150 words)

Q3(a) · 10 marks · 150 words · *Moral Resilience*

179. Those who in trouble untroubled are, Will trouble trouble itself. Thiruvalluvar. What does this quotation convey to you in the present context? (Answer in 150 words)

Q3(b) · 10 marks · 150 words · *Attitude and Ethics*

180. The greatest discovery of my generation is that a human being can alter his life by altering his attitudes. William James. What does this quotation convey to you in the present context? (Answer in 150 words)

Q3(c) · 10 marks · 150 words · *Social Morality*

181. The strength of a society is not in its laws, but in the morality of its people. Swami Vivekananda. What does this quotation convey to you in the present context? (Answer in 150 words)

Q4(a) · 10 marks · 150 words · *Civil Service Values*

182. For any kind of social re-engineering by successfully implementing welfare schemes, a civil servant must use reason and critical thinking in an ethical framework. Justify this statement with suitable examples. (Answer in 150 words)

Q4(b) · 10 marks · 150 words · *Indian Thinkers and Values*

183. What are the major teachings of Mahavir? Explain their relevance in the contemporary world. (Answer in 150 words)

Q5(a) · 10 marks · 150 words · *Duty and Public Service*

184. One who is devoted to one's duty attains highest perfection in life. Analyse this statement with reference to sense of responsibility and personal fulfilment as a civil servant. (Answer in 150 words)

Q5(b) · 10 marks · 150 words · *Good Governance*

185. To achieve holistic development goal, a civil servant acts as an enabler and active facilitator of growth rather than a regulator. What specific measures will you suggest to achieve this goal? (Answer in 150 words)

Q6(a) · 10 marks · 150 words · *Ethical Work Culture*

186. It is said that for an ethical work culture, there must be code of ethics in place in every organisation. To ensure value-based and compliance-based work culture, what suitable measures would you adopt in your work place? (Answer in 150 words)

Q6(b) · 10 marks · 150 words · *Public Finance and Accountability*

187. India is an emerging economic power, but in some sectors allocated funds remain either under-utilised or misutilised. What specific measures would you recommend for ensuring accountability to stop leakages and gain the status of third largest economy in the near future? (Answer in 150 words)

Q7 · 20 marks · 250 words · *Ethics Case Study: Disaster Duty vs Family Obligation*

188. Vijay, a Deputy Commissioner in a remote hilly district, is leading rescue and relief after cloudbursts and heavy rains. His mother dies in Kerala, he has no close relative except a sister abroad, and the district situation worsens. Answer the questions on options, ethical dilemmas, evaluation and the most appropriate course of action. (Answer in 250 words)

Q8 · 20 marks · 250 words · *Ethics Case Study: Housing and Forest Conservation*

189. A district administration proposes clearing ecologically sensitive forest land for housing the homeless and economically weaker sections. Answer the questions on ethical justification, challenges and alternatives. (Answer in 250 words)

Q9 · 20 marks · 250 words · *Ethics Case Study: Conflict of Interest and Insider Information*

190. Subash, Secretary PWD, is pressured by his son to disclose the location of a proposed road project and by the Minister to favour the Minister's nephew's infrastructure business. Discuss ethical issues, options and the most appropriate course. (Answer in 250 words)

Q10 · 20 marks · 250 words · *Ethics Case Study: Procurement and Performance Pressure*

191. Rajesh, an administrative officer, is pressured to purchase stationery worth ₹35 lakh from a particular vendor while rules require higher approval above ₹30 lakh. Splitting expenditure is common but against rules. Discuss options, ethical issues and the appropriate course. (Answer in 250 words)

Q11 · 20 marks · 250 words · *Ethics Case Study: MGNREGA Mismanagement*

192. As district administrator monitoring MGNREGA, you find non-payment to genuine workers, poor muster rolls, mismatch between work and payments, fictitious beneficiaries, improper job cards, fund siphoning and non-existent works. Discuss reaction, actions and handling. (Answer in 250 words)

Q12 · 20 marks · 250 words · *Ethics Case Study: Border Humanitarian Crisis*

193. Ashok, Divisional Commissioner of a border district, receives information that 200-250 people, mainly women and children, with some injured and around 10 armed soldiers in uniform, are trying to cross from a neighbouring country in civil war. Connectivity prevents immediate contact with the Home Secretary. Discuss options, dilemmas, appropriate action and precautions. (Answer in 250 words)

Model Answers — GS Paper IV (after the questions, numbered identically)

1. [2013 Q1] What do you understand by ‘values’ and ‘ethics’? In what way is it important to be ethical along with being professionally competent? (150 Words, 10 Marks)

Ethics reflect beliefs about what is right, what is wrong, what is just, what is unjust, what is good, and what is bad in terms of human behaviour. Key points: Part of ethics which covers the personal and job-related standards of behaviour expected of professionals is known as Professional Ethics.; Professionalism is the attributes, behaviours, commitments, values, and goals that characterize a profession and makes a person competent.; As profession is only a subset of the life activities, the competence in profession is the manifestation of one’s right understanding.; ou understand by the following terms in the context of public service? (5 terms x 3 marks each, 250 words); Courage of conviction (i) Integrity Integrity is defined as ‘soundness of moral principles, the character of uncorrupted virtues, uprightness, honesty, sincerity.; ou consider important for public service.. Overall, the...

2. [2013 Q3] Some people feel that values keep changing with time and situation, while others strongly believe that there are certain universal and eternal human values. Give your perception in this regard with due justification. (150 words, 10 marks)

The meaning of Value is ‘to be strong, to prevail or to be of worth.’ It is an enduring belief about the way things should be done or about the desired ends. Key points: Though systems of values are quite stable and tenacious, they do undergo basic changes in course of time.; Whether it is the change in the value system that causes social change, that is, the change of the social system; or it is some other factors which bring about basic social change, including a change in the value systems - is a question on which opinion is sharply divided.; As an example, “Indian Values” in a way as if all sections of Indian people share the very same values in all historical eras.; Besides variations in the value systems of the people of different strata...

3. [2013 Q4] What is ‘emotional intelligence’ and how can it be developed in people? How does it help an individual in taking ethical decisions? (150 words, 10 marks)

Emotional intelligence (EI) is a set of emotional and social skills that influence the way a person perceives and expresses himself, develop and maintain social relationships, cope with challenges, and use emotional information in an effective and meaningful way. Key points: Perceiving emotions: This is the basic ability to register and recognise emotions.; For example, experiencing the sensation of “butterflies in the stomach” and knowing that they are feeling nervousness or anxiety.; Understanding emotions: This component means using the specific information that several emotions provide and knowing how that might affect their behaviour.; For example, understanding that one’s anger at their friend may be a result of feeling unfairly treated by them.; Managing emotions: When one recognises their emotions quickly and understands their meaning, it becomes relatively easier for them to think about the next steps regarding how...

4. [2013 Q5(a)] What do you understand by the term ‘voice of conscience’? How do you prepare yourself to heed to the voice of conscience? (150 words, 10 marks)

Voice of Conscience is the subjective norm of morality in which a person traces the moral authority inside of himself. Key points: Acts of Conscience: The feeling of regret has always been associated with conscience.; This pain of conscience or feeling of remorse is identified by moralists as one of the reasons for avoiding wrong actions.; Antecedent and Consequent Conscience: Conscience can be divided into antecedent conscience and consequent conscience.; Conscience that acts as a guide to future actions, prompting to do them or avoid them can be defined as an antecedent conscience.; Conscience which is acting as a judge to our

past actions, the source of our self-approval or remorse is known as consequent conscience.. Overall, this will help not only make inner voice more clear but also more mature.

5. [2013 Q5(b)] What is meant by ‘crisis of conscience’? Narrate one incident in your life when you were faced with such a crisis and how you resolved the same. (150 words, 10 marks)

The concept of “conscience”, used in its moral sense, is the inherent ability of every human being to perceive what is right and what is wrong and, on the strength of this perception, to control, monitor, evaluate and execute their actions. Overall, thus, the crisis of conscience in human beings gives the ability to judge his/her character, act and helps to choose the right path.

6. [2013 Q6] Given below are three quotations of great moral thinkers/philosophers. For each of these quotations, bring out what it means to you in the present context: (a) “There is enough on this earth for every one’s need but for no one’s greed.” Mahatma Gandhi. (150 words, 10 marks)

(b) “Nearly all men can withstand adversity, but if you want to test a man’s character, give him power.”— Abraham Lincoln. (150 words, 10 marks) (c) “I count him braver who overcomes his desires than him who overcomes his enemies.”— Aristotle. (150 words, 10 marks) Key points: ou want to test a man’s character, give him power.”—Abraham Lincoln. (150 words, 10 marks) (c) “I count him braver who overcomes his desires than him who overcomes his enemies.”— Aristotle. (150 words, 10 marks).

7. [2013 Q7] “The good of an individual is contained in the good of all.” What do you understand by this statement? How can this principle be implemented in public life? (150 words, 10 marks)

The statement “The good of an individual is contained in the good of all” suggests that by virtue of being noble and worthy at individual level can be beneficial for all the people in society. Key points: The statement suggests welfare of all which represents the ideal social order based on all- embracing love.; No individual or group is to be suppressed, exploited and hounded.; All are to be equal members of the social order, all sharing in the produce of their labour, the strong protecting the weak and functioning as their trustees and protectors, each promoting the welfare of all, according to their abilities and through all the means at their disposal.; The given statement suggests a peaceful and non- violent way of achieving social justice.; The most predominant characteristics of “The good of an individual is...

8. [2013 Q8] It is often said that ‘politics’ and ‘ethics’ do not go together. What is your opinion in this regard? Justify your answer with illustrations. (150 words, 10 marks)

‘Ethics’ is integral to politics and public administration. Key points: Historical background: The ethical concerns of governance have been underscored widely in scriptures and other treatises such as Ramayana, Mahabharata, Buddha Charita, Arthashastra, Manusmriti, and Hitopadesh.; Simultaneously, one cannot ignore the maxims on ethical governance provided by the philosophers such as Lao Tse, Confucius and Mencius, Plato, Aristotle, Thomas Jefferson, Alexander Hamilton, Thomas Penn, John Stuart Mill, Edmund Burke and others.; Primacy to Values: The current discipline of politics and governance accords primacy to the values of equity, justice, human rights, gender equality and empathy.; The movement of Good Governance by the World Bank in 1992, lays stress on the ethical and moral conduct of administrators.; Politics in an ethically imperfect environment: Politics and politicians, play a vital role in the legislative and executive wings of the State....

9. [2013 Q9] A Public Information Officer has received an application under RTI Act. Having gathered the information, the PIO discovers that the information pertains to some of the decisions taken by him, which were found to be not altogether right. There were other employees also who were party to these decisions. Disclosure of the information is likely to lead to disciplinary action with possibility of punishment against him as well as some of his colleagues. Non-disclosure or part disclosure or camouflaged disclosure of

information will result in lesser punishment or no punishment. The PIO is otherwise an honest and conscientious person but this particular decision, on which the RTI application has been filed, turned out to be wrong. He comes to you for advice. The following are some suggested options. Please evaluate the merits and demerits of each of the options: (i) The PIO could refer the matter to his superior officer and seek his advice and act strictly in accordance with the advice, even though he is not completely in agreement with the advice of the superior. (ii) The PIO could proceed on leave and leave the matter to be dealt by his successor in office or request for transfer of the application to another PIO. (iii) The PIO could weigh the consequences of disclosing the information truthfully, including the effect on his career, and reply in a manner that would not place him or his career in jeopardy, but at the same time a little compromise can be made on the contents of the information. (iv) The PIO could consult his other colleagues who are party to the decision and take action as per their advice. Also please indicate (without necessarily restricting to the above options) what you would like to advise, giving proper reasons. (250 words 20 marks)

Merits There is little merit in option (i) except for the fact that PIO can use his senior's experience to solve this Issue. (ii) The PIO could proceed on leave and leave the matter to be dealt by his successor in office or request for transfer of the application to another PIO. **Demerits** Key points: The Public Information Officer plays a pivotal role in the implementation of the Right to Information Act, 2005.; thus, a senior can question his assuredness for the role of PIO.; The decision was taken by PIO.; There can be a situation where he may not agree with his senior's advice, which will again put him in an ethical dilemma whether to follow his senior's advice.; If he doesn't abide by his senior's advice, then that could restrain his relationship with his senior.; Going on leave and leaving the matter to be dealt with by his successor can question the role of PIO as responsible officer.; Also, in option (ii), probability of getting punishment is much higher as it will be enquired by someone else with his/her perspective which may not match with PIO perspective.; Option (iv) holds merit as there is no harm in taking advice from colleagues.; Option (iv) can widen available options in front of PIO. (v) Also please indicate (without necessarily restricting to the above options) what. Overall, so, chances of punishment...

10. [2013 Q10] You are working as an Executive Engineer in the construction cell of a Municipal Corporation and are presently in-charge of the construction of a flyover. There are two Junior Engineers under you who have the responsibility of day- to-day inspection of the site and are reporting to you, while you are finally reporting to the Chief Engineer who heads the cell. While the construction is heading towards completion, the Junior Engineers have been regularly reporting that all construction is taking place as per design specifications. However, in one of your surprise inspections, you have noticed some serious deviations and lacunae which, in your opinion, are likely to affect the safety of the flyover. Rectification of these lacunae at this stage would require a substantial amount of demolition and As a PIO, he has to decide the matter using his best individual judgement, in this regard his decisions should not be based on other's advice. rework which will cause a tangible loss to the contractor and will also delay completion. There is a lot of public pressure on the Corporation to get this construction completed because of heavy traffic congestion in the area. When you brought this matter to the notice of the Chief Engineer, he advised you that in his opinion it is not a very serious lapse and may be ignored. He advised for further expediting the project for completion in time. However, you are convinced that this was a serious matter which might affect public safety and should not be left unaddressed. What will you do in such a situation? Some of the options are given below. Evaluate the merits and demerits of each of these options and finally suggest what course of action you would like to take, giving reasons. (250 words 20 marks)

(i) Follow the advice of the Chief Engineer and go ahead. (ii) Make an exhaustive report of the situation bringing out all facts and analysis along with your own viewpoints stated clearly and seek for written orders from the chief Engineer. (iii) Call for explanation from the Junior Engineers and issue orders to the contractor for necessary correction within targeted time. (iv) Highlight the issue so that it reaches superiors above the Chief Engineer. (v) Considering the rigid attitude of the Chief Engineer, seek transfer from the project or

report sickness. Key points: our own viewpoints stated clearly and seek for written orders from the chief Engineer. (iii) Call for explanation from the Junior Engineers and issue orders to the contractor for necessary correction within targeted time. (iv) Highlight the issue so that it reaches superiors above the Chief Engineer. (v) Considering the rigid attitude of the Chief Engineer, seek transfer from the project or report sickness.; Case Summary: An Executive Engineer in the construction cell of a Municipal Corporation and is presently in-charge of the construction of a flyover noticed flaws in the construction of the bridge.; By following the advice of the chief engineer, he will be running from his responsibility and will not be able to uphold ethical standards and values as a practicing engineer.; On a personal level he will always be in guilt. (ii) Make...

11. [2013 Q11] Sivakasi in Tamil Nadu is known for its manufacturing clusters on the firecrackers and matches. The local economy of the area is largely dependent on firecrackers industry. It has led to tangible economic development and improved standard of living in the area. So far as child labour norms for hazardous industries like firecrackers industry are concerned, International Labour Organization (ILO) has set the minimum age as 18 years. In India, however, this age is 14 years. The units in industrial clusters of firecrackers can be classified into registered and non-registered entities. One typical unit is household-based work. Though the law is clear on the use of child labour employment norms in registered/non-registered units, it does not include household-based works. Household-based work means children working under the supervision of their parents/relatives. To evade child labour norms, several units project themselves as household-based works but employ children from outside. Needless to say, employing children saves the costs for these units leading to higher profits to the owners. On your visit to one of the units at Sivakasi, the owner takes you around the unit which has about 10-15 children below 14 years of age. The owner tells you that in his household-based unit, the children are all his relatives. You notice that several children smirk, when the owner tells Option (v) will make the executive engineer run away from his responsibility. you this. On deeper enquiry, you figure out that neither the owner nor the children are able to satisfactorily establish their relationship with each other. (a) Bring out and discuss the ethical issues involved in the above case. (b) What would be your reaction after your above visit? (300 Words, 25 Marks)

Tags: Case Studies y Case Summary: Sivakasi in Tamil Nadu is known for its manufacturing clusters on firecrackers and matches. Key points: Case Summary: Sivakasi in Tamil Nadu is known for its manufacturing clusters on firecrackers and matches.; ou see that unit has about 10-15 children below 14; On deeper enquiry,; ou find out that neither the owner nor the children are able to satisfactorily establish their relationship with each other.; Stakeholders: children, households, owners.; Ethical Issues/Ethical Dilemmas: child labour, poverty, multi-stakeholders.; ears in 18 occupations and 65 processes that are hazardous to the children's lives and health.; According to the case given, children working in SivaKasi fire factory which comes under hazardous occupation which is violation of the child labour (prohibition and regulation) Act, 1986.; The children those who are working in fire factory are amounted to brutal torture from denying proper sleep to proper food, with no education imparted to them.. Overall, this should be made up of representatives from the factory, the agent, the purchaser, local NGOs, trade unions (if active in the factory where child labour has been found) and local experts with the experience and capacity to work with children and their families to identify appropriate solutions. • Strict actions against the owners will be ensured.

12. [2013 Q12] You are heading a leading technical institute of the country. The institute is planning to convene an interview panel shortly under your chairmanship for selection of the post of professors. A few days before the interview, you get a call from the Personal Secretary (PS) of a senior government functionary seeking your intervention in favour of the selection of a close relative of the functionary for this post. The PS also informs you that he is aware of the long pending and urgent proposals of your institute for grant of funds for modernization, which are awaiting the functionary's approval. He assures you that he would get these proposals cleared. (a) What are the options available to you? (b) Evaluate each of these options and choose the option which you would adopt, giving reasons. (250 Words, 20 Marks)

Tags: Case Studies y Case Summary: I am head of a leading technical institute of the country. Key points: Case Summary: I am head of a leading technical institute of the country.; our chairmanship for selection of the post of professors.. Overall, and also following the Institute's policy that selection is based on test, the preferred candidate has to follow the selection protocols of the company which can't be compromised.

13. [2013 Q13] As a senior officer in the Finance Ministry, you have access to some confidential and crucial information about policy decisions that the Government is about to announce. These decisions are likely to have a far-reaching impact on the housing and construction industry. If the builders have access to this information beforehand, they can make huge profits. One of the builders has done a lot of quality work for the Government and is known to be close to your y Stakeholders: Me, the Institute, Personal Secretary (PS) of a senior government functionary. • Ethical Issues/Ethical Dilemmas: Merit of institution, favoritism, my ethical responsibility as a Head. This option is morally wrong as it will compromise the merit of Institutions and promote nepotism. immediate superior, who asks you to disclose this information to the said builder. (250 words 20 Marks)

(a) What are the options available to you? (b) Evaluate each of these options and choose the option which you would adopt, giving reasons. Key points: (a) What are the options available to; ou? (b) Evaluate each of these options and choose the option which; ou would adopt, giving reasons.; Case Summary: I am a senior officer in the Finance Ministry, and I have access to some of the confidential information about policy decisions of the Government which are likely to have a sweeping effect on the housing and construction industry.; Stakeholders: Me, My Department, Builders.. Overall, this option can hurt my senior's ego and strain my relationship with him. (b) By discussing with seniors and emphasizing on rules and regulations, I will tell my obligations to not disclose the information to anybody.

14. [2013 Q14] You are the Executive Director of an upcoming InfoTech Company which is making a name for itself in the market. Mr. A, who is a star performer, is heading the marketing team. In a short period of one year, he has helped in doubling the revenues as well as creating a high brand equity for the Company so much so that you are thinking of promoting him. However, you have been receiving information from many corners about his attitude towards the female colleagues; particularly his habit of making loose comments on women. In addition, he regularly sends indecent SMS to all the team members including his female colleagues. One day, late in the evening, Mrs. X, who is one of Mr. A's team members, comes to you visibly disturbed. She complains against the continued misconduct of Mr. A, who has been making undesirable advances towards her and has even tried to touch her inappropriately in his cabin. She tendered her resignation and left your office. (a) Options available to me are as follows: Options Available Merits Demerits (i). Accept the resignation of Mrs. X Option(i) holds little merit except that, The star performer Mr. A will be there in my office and will continue to strive for the excellence performance. (a) What are the options available to you? (b) Evaluate each of these options and choose the option you would adopt, giving reasons. (250 words 20 marks)

Tags: Case Studies y Case Summary: Mr. Key points: Case Summary: Mr.; ou have been receiving information from many corners about his attitude towards the female coworkers.; ou visibly distressed.; Stakeholders: Mr.; Ethical Issues/Ethical Dilemmas: Sexual Harassment at work place As an Executive director of a company, Option (i) is making me shrug off my responsibility.; ou would adopt, giving reasons; As an Executive director of the company, I will request Mrs.; Under the sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, I will constitute Internal Complaint Option (iii) will not ensure justice for Mrs.; Also, I will ensure that such things do not get repeated in the office in future.. Overall, the committee will enquire within a time frame. • Also, I will ensure that such things do not get repeated in the office in future. • Further after the enquiry by the committee, action will be taken accordingly.

15. [2014 Q1(a)] All human beings aspire for happiness. Do you agree? What does happiness mean to you? Explain with examples. (150 Words, 10 Marks)

Humans are emotional beings and experience a wide range of feelings on a daily basis. Key points: Though the meanings of pleasure are different for different individuals, still the strive of human beings for happiness is a universal phenomenon.; From the inception humans want to avoid any form of suffering and seek pleasure.; Happiness is subjective well-being.; Or, in the words of the biochemist turned Buddhist monk Matthieu Ricard: "Happiness is a deep sense of flourishing, not a mere pleasurable feeling or fleeting emotion but an optimal state of being."; Trying to live a happy life is not about denying negative emotions or pretending to feel joyful all the time.; Happiness is not devoid of sacrifices.. Overall, it is not attained through self-gratification but through fidelity to a worthy purpose."

16. [2014 Q1(b)] What does ethics seek to promote in human life? Why is it all the more important in Public Administration? (150 Words, 10 Marks)

Ethics is a system of moral principles. Key points: Ways to live a good life.; Knowledge about our rights and responsibilities.; Teaches the language of right and wrong.; Moral decisions - what is good and bad.; Ethics can provide a moral map.; Ethics can pinpoint a disagreement.. Overall, hence Ethics Is critical in public life.

17. [2014 Q2(a)] In the context of defence services, 'patriotism' demands readiness to even lay down one's life in protecting the nation. According to you, what does patriotism imply in everyday civil life? Explain with illustrations and justify your answer. (150 Words, 10 Marks)

Patriotism is a state of mind developed by the love of country and based on the beliefs of our founding fathers. Key points: Promote integrity in personal transactions.; Promote constitutional spirit.; On a personal level, one should have love and affection for; oungesters and should always respect elders and women.; Performing different civic duties is also an act of patriotism.; Since tax is the major source of government income, paying tax as per the law is a patriotic act.. Overall, thus, for a patriotic act intention and action needs to be national interest oriented.

18. [2014 Q2(b)] What do you understand by 'probity' in public life? What are the difficulties in practicing it in the present times? How can these difficulties be overcome? (150 Words,10 Marks)

Probity stands for impeccable standards of morality in public life. Key points: Lax moral environment: On many occasions other public servants lack morality and integrity while performing public services.; Political pressures for wrong doing:Political pressure is very common in the life of public servants.; Lack of support from seniors: While performing duties or facing any hardship the junior public servants hardly get any support from the seniors.; Risks to career of honest officers: In the present environment the honest public servants have many risks.; Getting side-lined to insignificant posts: The public servants who are performing their duties with utmost dedication and not bending down in front of any political pressure get frequent transfers.; Frequent transfers and inconvenience to family: Frequent transfers are always very much inconvenient with respect to the family life of the public servants.. Overall, but...

19. [2014 Q3(a)] "Integrity without knowledge is weak and useless, but knowledge without integrity is dangerous and dreadful." What do you understand by this statement? Explain your stand with illustrations from modern day context. (150 Words, 10 Marks)

Integrity indicates soundness of moral principles, the character of uncorrupted virtues, uprightness, honesty and sincerity. Overall, here, it is apt to say - "destiny of a nation is shaped in its classrooms" as both culture of knowledge and integrity is learnt since childhood.

20. [2014 Q3(b)] "Human beings should always be treated as 'ends' in themselves and never as 'means'." Explain the meaning and significance of this statement, giving its implications in the modern techno-

economic society. (150 Words,10 Marks)

The philosopher Immanuel Kant said that rational human beings should be treated as an end in themselves and not as a means to something else. Key points: This principle has often been violated in Modern society globally.; New technologies like cloning and stem cell research may tempt scientists and politicians to conduct experiments which violate the sanctity of human life and dignity.; People shouldn't treat other people as a means to their own ends..; The idea also shows up in discussions of animal rights, with the idea that if they have rights, animals must be treated as ends in themselves.. Overall, this can be used as an argument against euthanasia, suicide and other behaviours that damage ourselves.

21. [2014 Q4(a)] Which eminent personality has inspired you the most in the context of ethical conduct in life? Give the Gist of his/her teachings. Giving specific examples describe how you have been able to apply these teachings for your own ethical development. (150 Words, 10 Marks)

The philosophy and teaching of Swami Vivekananda has influenced me the most. Key points: Swami Vivekananda was a key figure in the 19th century spiritual revival in India.; Vivekananda clubbed spiritualism with social service.; I have got the idea of spirituality through his teachings.; The ideas of Vivekananda cover almost all aspects of social life including nationalism, mass education, secularism, eradication of casteism, women empowerment etc.; All these ideas were later on enshrined in the preamble & fundamental rights chapter.; Ought to undertake social activities, not merely for the betterment of society but also for their individual evolution and growth.. Overall, he aroused his social consciousness and translated it into social action while serving the most marginalised class.

22. [2014 Q4(b)] There is a heavy ethical responsibility on the public servants because they occupy positions of power, handle huge amounts of public funds, and their decisions have wide ranging impact on society and environment. What steps have you taken to improve your ethical competence to handle such responsibility? (150 Words,10 Marks)

The public servants by virtue of their knowledge, experience, and understanding of public affairs assist the ministers in formulating policy and are responsible for implementing these policies. Key points: Studying the relevant codes of conduct and codes of ethics Understanding the norms governing their actions and decisions.; Appreciating the need for being ethical and projecting a clean image Understanding what constitutes misuse or abuse of power.; Scrupulously avoiding such practices including arbitrary use of power and highhandedness .; Ensuring that decisions are taken in larger public interest, and eschewing sectional concerns and prejudiced approaches.; Factoring in the concerns of the poor and vulnerable in decisions.; Being environmentally conscious, and becoming proficient with several laws, policies and programmes for protecting the environment.. Overall, to create an enabling environment for the development of the nation, ethical competence is very important.

23. [2014 Q5(a)] The current society is plagued with widespread trust-deficit. What are the consequences of this situation for personal well-being and for societal well-being? What can you do at the personal level to make yourself trustworthy? (150 Words, 10 Marks)

Trust-deficit implies that people distrust one another and the social and political institutions governing them. Key points: I will always maintain integrity and honesty.; Actions speak louder than words.; Transparency is particularly important when there is a need to build trust.; Being accountable is another important criterion to be trustworthy.. Overall, one of the biggest barriers to building trust is secrecy or dissembling. • Being accountable is another important criterion to be trustworthy.

24. [2014 Q5(b)] It is often said that poverty leads to corruption. However, there is no dearth of instances where affluent and powerful people indulge in corruption in a big way. What are the basic causes of corruption among people? Support your answer with examples. (150 Words, 10 Marks)

The word corruption is derived from the Latin word “corruptus,” which means “corrupted” and, in legal terms, the abuse of a trusted position in one of the branches of power (executive, legislative and judicial) or in political or other organizations with the intention of obtaining material benefit which is not legally justified for itself or for others. Key points: mentions four major causes of corruption which the Santhanam committee identified.; Government overstretching its capacity and assuming too many regulatory functions; Scope for individual discretion in the exercise of powers vested in different categories of government servants; Cumbersome procedures of dealing with several matters which are of importance to citizens in their day-to-day affairs.. Overall, devoted and dutiful politicians and bureaucrats can ensure clean administration.

25. [2014 Q6] What factors affect the formation of a person’s attitude towards social problems? In our society, contrasting attitudes are prevalent about many social problems. What contrasting attitudes do you notice about the caste system in our society? How do you explain the existence of these contrasting attitudes? (150 Words, 10 Marks)

An attitude means a set of emotions, beliefs, and behaviors toward a particular object, person, thing, or event. Key points: Family and social background; Membership in an urban or rural community; Personality traits.. Overall, such attitudes need to be changed to ensure the ‘egalitarian interface’ envisioned as constitutional values (Article 14).

26. [2014 Q7] What does ‘accountability’ mean in the context of public service? What measures can be adopted to ensure individual and collective accountability of public servants? (150 Words, 10 Marks)

Accountability means that officials are answerable to higher officials or to political leaders for due discharge of their functions. Key points: They not only have to perform assigned tasks but also have to follow laws and rules to discharge their functions.; Accountability implies that public servants should also follow ethical norms whether included in codes of conduct or in ordinary morals.; Accountability is enforced through external and internal controls.; Controls on public servants from outside bureaucracy include legislative supervision of administrative action; judicial scrutiny of government policies and orders; and popular participation in government.; The internal controls include: rules and procedures; ethical and work standards; disciplinary measures for punishing erring officials; democratizing administration; and provisions for freedom of information and whistle blowers.. Overall, ideally, accountability should become part of the mindset of officials and should be spontaneous.

27. [2014 Q8] We are witnessing increasing instances of sexual violence against women in the country. Despite existing legal provisions against it, the number of such incidences is on the rise. Suggest some innovative measures to tackle this menace. (150 Words,10 Marks)

Violence against women takes place in different situations. Key points: The Nari Adalat and Sahara Sangh initiatives were organized by the Department of Education’s Mahila Samakya Program in two districts of Uttar Pradesh and Gujarat.; Salishe, a traditional method, is being utilized by the Nongovernment Organisation Shramajibee Mahila Samiti in West Bengal.; The ICRW conducted a television program in four channels entitled “Bol” to create awareness among women.; Legislative response- Different legislation have been enacted to prevent the violence against women, such as; The Immoral Traffic (Prevention) Act, 1956; The Dowry Prohibition Act, 1961. Overall, this needs a vocal effort from them. • At local community level, an active committee, comprising of both male and female, can be formed which can ensure oversight on any violence against women. • Women leadership needs to be promoted at all the...

28. [2014 Q9] Now-a-days, there is an increasing thrust on economic development all around the globe. At the same time, there is also an increasing concern about environmental degradation caused by development. Many a time, we face a direct conflict between developmental activity and environmental quality. It is

neither feasible to stop or curtail the development process, nor it is advisable to keep degrading the environment, as it threatens our very survival. Discuss some possible strategies which could be adopted to eliminate this conflict and which could lead to sustainable development. (250 Words, 20 Marks)

Case Summary: Direct conflict between developmental activities and environmental quality can be seen frequently. Key points: We should not adopt an approach, favouring exclusively the environment or development.; Environmental concerns should be built into policies.; We must try to reduce our carbon footprint.; The use of more clean technologies which will promote economic growth and cause less pollution.; While developing projects for economic benefits, their impacts on the environment have to be minimized.; By conserving ecologically fragile areas such as the Himalayas and Western Ghats, we can preserve the environment, speed up growth and protect the livelihoods of the poor.; Conservation strategies have to cover lakes, water bodies, rivers, mangroves and coastal areas.; It is essential to conserve the biodiversity of the nation.; Projects can be located in areas where they will have least harmful effects.. Overall, it could still lead to personal harm as the case of sexual harassment may cause emotional stress to me as well as my family and may also affect my record.

29. [2014 Q12] Suppose you are the CEO of a company that manufactures specialized electronic equipment used by a government department. You have submitted your bid for the supply of this equipment to the department. Both the quality and cost of your offer are better than those of the competitors. Yet the concerned officer is demanding a hefty bribe for approving the tender. Getting the order is important both for you and for your company. Not getting the order would mean closing a production line. It may also affect your own career. However, as a value-conscious person, you do not want to give bribes. Valid arguments can be advanced both for giving the bribe and getting the order, and for refusing to pay the bribe and risking the loss of the order. What those arguments could be? Could there be any better way to get out of this dilemma? If so, outline the main elements of this third way, pointing out its merits. (250 Words, 20 Marks)

Case Summary: Considering me as the CEO of a company that manufactures specialized electronic equipment used by a government department. Key points: The company should not lose the order when its product is superior and cheaper than those of competitors.; If the company fails to get the order, it has to reduce production and retrench some labour.; It will suffer commercial losses for no fault of its own.; The CEO's career may also suffer.; While the above reasons are valid at one level, giving bribes violates law and corporate governance.; If by some chance, the CEO is caught, he may end up in jail.; Company should take the loss in its stride; running into corrupt officials is an unforeseen contingency outside the company's control.; Loss mitigation is no legal or moral justification for bribe giving.. Overall, he will go by the merits of the matter, and the situation may get resolved.

30. [2014 Q13] Rameshwar successfully cleared the prestigious civil services examination and was excited about the opportunity that he would get through the civil services to serve the country. However, soon after joining the service, he realized that things are not as rosy as he had imagined. He found a number of malpractices prevailing in the department assigned to him. For example, funds under various schemes and grants were being misappropriated. The official facilities were frequently being used for personal needs by the officers and staff. After some time, he noticed that the process of recruiting the staff was also not up to the mark. Prospective candidates were required to write an examination in which a lot of cheating was going on. Some candidates were provided external help in the examination. Rameshwar brought these incidents to the notice of his seniors. However, he was advised to keep his eyes, ears and mouth shut and ignore all these things which were taking place with the connivance of the higher-ups. Rameshwar felt highly disillusioned and uncomfortable. He comes to you seeking your advice. Indicate various options that you think are available in this situation. How would you help him to evaluate these options and choose the most appropriate path to be adopted? (250 Words, 20 Marks)

Case Summary: Rameshwar cleared the prestigious civil services examination and was excited to get the opportunity to serve the country. Key points: Rameshwar should have the mental tenacity to accept the harsh reality.; In any office, accounts have to be kept accurately and pilfering money is a crime.; As regards misuse of office facilities, he should instruct those responsible for their custody and proper use to prevent private use of office facilities.; No examination is conducted without invigilators.; If he has to work on the instructions of superiors, he should bring these matters to their notice in writing.. Overall, rameshwar should refuse to play ball.

31. [2014 Q14] You are the Executive Director of an upcoming InfoTech Company which is making a name for itself in the market. Mr. A, who is a star performer, is heading the marketing team. In a short period of one year, he has helped in doubling the revenues as well as creating a high brand equity for the Company so much so that you are thinking of promoting him. However, you have been receiving information from many corners about his attitude towards the female colleagues; particularly his habit of making loose comments on women. In addition, he regularly sends indecent SMS's to all the team members including his female colleagues. One day, late in the evening, Mrs. X, who is one of Mr. A's team members, comes to you visibly disturbed. She complains against the continued misconduct of Mr. A, who has been making undesirable advances towards her and has even tried to touch her inappropriately in his cabin. She tenders her resignation and leaves your office. (20 marks | 250 words)

What are the options available to you? b. Key points: What are the options available to; Evaluate each of these options and choose the option; ou would adopt, giving reasons.; The case has a serious issue of 'sexual harassment' and also it poses a threat to the comapny's future in the form of pragmatism to save the star performer, performance of the company and adverse publicity of the company.; X about the credentials of Mr.; Outright suspension of Mr.; Call a meeting of all the employees and discuss the issue.; There would not be any adverse publicity in the media.; The top performer will retain his job and this might benefit the company further in terms of performance.. Overall, 12 2013 2013 UPSC MAINS GS PAPER I

32. [2015 Q1(a)] What is meant by 'environmental ethics'? Why is it important to study? Discuss any one environmental issue from the viewpoint of environmental ethics. (150 Words, 10 Marks)

Environmental Ethics: Environmental ethics is the arm of ethics that focuses on the relationship of human actions and the environment around them. Key points: Environmental Ethics is important as the natural resources are getting polluted and are over-exploited, causing natural disasters.; Global warming, deforestation, pollution, resource degradation, global climate change, the extinction of species are few of the issues which our planet faces.; The awareness could be created by using environmental-friendly alternatives such as CNG, BioGas, regular vehicular pollution checks, whenever and wherever possible.; Under Fundamental Duties of citizens, Environmental Consciousness is one of the duties that every individual is obliged to follow.; The conservation ethics and traditional value systems have been termed as the basis of life-support systems and are fundamental in bringing about a harmonious life.; Nature maintains homeostasis which is sustained by its elements.. Overall...

33. [2015 Q1(b)] Differentiate between the following (200 Words, 10 Marks)

(i) Law and ethics: y Law by its very nature is laid down, doesn't have too much subjectivity and remains the same for everyone. Key points: Law by its very nature is laid down, doesn't have too much subjectivity and remains the same for everyone.; Based on society's ethics, laws are created and enforced by the government.; Adherence to law is book based while adherence to ethics is conscience based.; Law is enacted by a legislature or similar authority of a country and there is a provision of punishment for non-compliance with law whereas ethics are socially accepted norms it is not always legally binding.; Ethical management suggests the inclusion of an ethical dimension in management of institutions like government, NGOs and private firms, e.g., training of managers and workers to make them ethically literate and professional.; It should be

followed within the corporation's relationships with customers, employers, suppliers and shareholders.; Management of ethics is different.; Ethical management presumes already known and set ethics while management of ethics deals with continually managing the ethics.; Personal Ethics is based on individual values, ideas and belief...

34. [2015 Q2] Given are two quotations of moral thinkers/ philosophers. For each of these bring out what it means to you in the present context. (a) "The weak can never forgive; forgiveness is the attribute of strong."(150 Words, 10 Marks)

By this quote, Gandhiji emphasizes that not retaliating against violence does not make someone weak or a coward, contrary to common perception. Key points: Forgiving is a quality of a strong and courageous individual because responding to violence or injustice with more violence or a larger injustice is a vicious cycle, not true bravery.; Consider the weight one bears when they aren't willing to forgive someone.; Forgiveness elevates the credibility and stature of an individual in a society and makes him or her socially strong and more acceptable.; One easily forgives those whom they love because they believe in their capacity to reform .To forgive others or total strangers one needs to have faith in the goodness of humanity of every human being and believe that there is always a chance of reform.; One needs to surpass the...

35. [2015 Q2(b)] "We can easily forgive a child who is afraid of the dark; the real tragedy of life is when men are afraid of the light" (150 Words, 10 Marks)

This saying by Plato goes deeper than what meets the eye. Key points: It is not accepted that a man of calibre and abilities and willing to recognise the facts of the situations.; The issue lies in the fact that he doesn't want to come out of comfort zone and improve on the limitations.; Those who fear their weaknesses can never realize their potential fully and hence can never excel in life.; We have infinite potential, but we tend to seek comfort and pleasure.. Overall, integrity, responsibility and accountability must be realised in public life.

36. [2015 Q3(a)] "A mere compliance with law is not enough, the public servant also has to have a well developed sensibility to ethical issues for effective discharge of duties" Do you agree? Explain with the help of two examples where (i) an act is ethically right, but not legally and (ii) an act is legally right, but not ethically. (150 Words, 10 Marks)

A well developed sensibility to ethical issues is required by Civil Servants for effective discharge of their duties. Key points: Better policy formulation and implementation.; Better interpretation of law and its enforcement.; Bridging the gap between people and administration.; Ethics to fill the vacuum which is left by law.; Greater understanding of the needs of people.; Effective and holistic approach towards problem solving.. Overall, hence, for a public servant to perform his duties to a society in an efficient manner, it is better to have laws flexible enough to accommodate the ethical actions.

37. [2015 Q3(b)] How do the virtues of trustworthiness and fortitude get manifested in public service? Explain with examples. (150 Words, 10 Marks)

The utmost priority of the public services includes the welfare of all the sections of the society. Key points: Trustworthiness will be most effective when it is a combination between a sense of justice, acceptance of accountability and attitude of integrity.; The best way to implement trustworthiness of public services through adopting a predictable and unbiased outlook towards everyone.; For Example: A public servant who treats himself as an equal to his subordinates will set a better example of being a leader and will always get favourable returns and feedback based on this trust.; Fortitude is the firmness of the mind and spirit in the daily challenges of life.; Civil servants work in a dynamic environment where they may be subjected to several external pulls and pressures.; our convictions.. Overall, this trust is reflected when commitments are being...

38. [2015 Q4(a)] Social values are more important than economic values. Discuss the above statement with examples in the context of inclusive growth of a nation. (150 Words, 10 Marks)

Social Values constitute the values or standards concerned with social aspects of human life, such as truth, honesty, justice, kindness, generosity, tolerance, patriotism, excellence, etc. y Primitive societies like hunters and gatherers used to live together with minimum needs. Key points: Primitive societies like hunters and gatherers used to live together with minimum needs.; Making economic choices involve tradeoffs in allocating resources at disposal.; Social value is created when resources, inputs, processes and policies are combined to generate improvements in the life of an individual or society.; Social values about inclusion and access Mahatma Gandhi said, "This world could produce to fulfil everyone's need, but not anyone's greed".; So, social value is a way of thinking about how scarce resources are equally allocated and used.; Social value provides for stability and uniformity in group interaction.. Overall, for example...

39. [2015 Q4(b)] Some recent developments such as introduction of RTI Act, media and judicial activism, etc. are proving helpful in bringing about greater transparency and accountability in the functioning of the government. However, it is also being observed that at times the mechanisms are misused. Another negative effect is that the officers are now afraid to take prompt decisions. Analyse the situation in detail and suggest how the dichotomy can be resolved. Suggest how these negative impacts can be minimised. (150 Words, 10 Marks)

The RTI Act brings the two most important tools – transparency and accountability – together for eradicating the corruption that becomes a hindrance to good governance. y The second ARC suggests RTI as the master key to good governance. Key points: The second ARC suggests RTI as the master key to good governance.; The Act empowers the common man to know his entitlement to avail a particular public service, and redress the grievance, if any.; The RTI has become a tool for promoting participatory development, strengthening democratic governance and facilitating effective delivery of public services.; Successes because of the effect of RTI; Utilisation of taxpayers' money is being scrutinized through RTI.; RTI exposed corruption in employment generation scheme MGNREGA In Santhpur village in Bidar District of Karnataka, RTI activists used the act to expose corruption in MGNREGA.. Overall...

40. [2015 Q5] Two different kinds of attitudes exhibited by public servants towards their work have been identified as the bureaucratic attitude and the democratic attitude. (150 Words, 10 Marks)

(a) Distinguish between these two terms and write their merits and demerits. Key points: Democratic attitude is characterised by focus on goals/ends and treating citizens as stakeholders in the governance process.; Bureaucratic attitude is characterised by focus on rules and processes rather than goals (because explain and multiple rules make achievement of goals difficult, if not impossible).; It ensures participation of people in governance.; It allows for the flexibility in programme designing and implementation.; It improves the effectiveness of public service delivery as it is according to the 'felt needs' of the people.; It can be time consuming, as it involves wider consultation.. Overall, for Example: Areas having larger public interactions(like field postings) requires democratic attitude whereas areas that require quicker decision making needs bureaucratic attitude as in day to day functioning of administration at higher levels. •...

41. [2015 Q6] Today we find that in-spite of various measures of prescribing codes of conduct, setting up vigilance cells/commissions, RTI, active media and strengthening of legal mechanisms, corrupt practices are not coming under control. (150 Words, 10 Marks)

(a) Evaluate the effectiveness of these measures with justifications: The present initiative has been met with limited success in curbing corruption. Key points: Code of Conduct: They set out the values, principles and responsibilities with regard to responsibilities of government functionaries, but lack of enforcement mechanism and lack of revision, limits its efficiency to fight corruption.; Vigilance Commissions: They have been effective in unearthing many corruption cases, but because of lack of autonomy and limited powers

they have not been able to make a huge difference.; RTI and Media: Active Media, considered as 4th pillar of democracy, have been functional in unearthing many scams like 2G scam, Coal block allocation scam etc. RTI is also a check that has compelled several officials to keep their records in proper order and their decisions in line with propriety and prudence.; Legislative...

42. [2015 Q7] At the international level, bilateral relations between most nations are governed on the policy of promoting one's own national interest without any regard for the interest of other nations. This leads to conflicts and tension between the nations. How can ethical consideration help resolve such tensions? Discuss with specific examples. (150 Words, 10 Marks)

Foreign policy of a country is governed by a number of factors. Key points: The primary obligation of the government is to ensure the social interests of the society instead of the moral impulses that individual elements of that society.; Nation-states are usually concerned with their national security, territorial unity and integrity of nation, and the well-being of their people.; The unavoidable necessities of national existence are rarely subject to classification in terms of "good" or "bad".; There are no internationally accepted standards of morality to which any government could appeal if it wished to act in the name of moral principles.; Culture-driven ethics vary between nations, making it difficult for policy makers of one nation to adhere to a strict code of ethics for itself, while dealing in the international arena.; Ethical dilemma occurs when foreign policy...

43. [2015 Q8] Public servants are likely to confront with the issues of 'Conflict of Interest'. What do you understand by the term "Conflict of Interest" and how does it manifest in the decision making by public servants? If faced with the conflict of interest situation how would you resolve it? Explain with the help of examples. (150 Words, 10 Marks)

'Conflict of Interest' A conflict of interest arises when what is in a person's best interest is not in the best interest of another person or organization to which that individual owes loyalty. Key points: Public interest v/s Private Interest; Outside Employment Scenario: Part-time employment, consulting, retainers, and self-employment may cause a conflict of interest with official duties.; Bribery: It is the illegal acceptance of money or other valuable considerations in exchange for special favours from public servants having to do with their official obligations.; Public interest v/s interest of Family or Friends; Future Employment Opportunities: If a public employee intends to seek employment in the future with a firm he now transacts official business with, the tendency may be to give favoured treatment to this forthcoming employer in hopes of encouraging a job offer; Favoring Relatives...

44. [2015 Q9] A private company is known for its efficiency, transparency and employee welfare. The company, though owned by a private individual, has a cooperative character where employees feel a sense of ownership. The company employs nearly 700 personnel and they have voluntarily decided not to form a union. One day suddenly in the morning, about 40 men belonging to a political party gate-crashed into the factory demanding jobs in the factory. They threatened the management and employees, and also used foul language. The employees feel demoralized. It was clear that those people who gate-crashed wanted to be on the payroll of the company as well as continue as the volunteers/ members of the party. The company maintains high standards in integrity and does not extend favours to civil administration that also includes law enforcement agency. Such incidents occur in the public sector also. (250 Words, 20 Marks)

(a) Assume you are the CEO of the company. Key points: ou are the CEO of the company.; ou do to diffuse the volatile situation on the date of gate crashing with the violent mob sitting inside the company premises? (b) What can be the long term solution to the issue discussed in the case? (c) Every solution/action that; ou suggest will have a negative and a positive effect on; ou as (CEO), the employees and the performance of the employees.; our suggested actions.; ou do to diffuse the volatile situation on the date of gate crashing with the violent mob sitting inside the company premises?; Bringing in the Emotional Intelligence Component: In such

volatile situations, Emotional intelligence (EI) can help cope with pressure and stress by understanding and managing the emotions of myself and that of the employees.; I will arrange a meeting with the chief of the mob and try to convince him about the panic situation they are creating in the premises.; I will try to communicate effectively to him the recruitment policies of the company.. Overall, taking care of the responsibilities at hand and to ensure farfetched goals being met in vision, Professional Ethics in the form of above discussed steps can help ensure proper and uninterrupted functioning of the company, even when presented with difficult situations.

45. [2015 Q10] You are the Sarpanch of a Panchayat. There is a primary school run by the government in your area. Midday meals are provided to children attending the school. The headmaster has now appointed a new cook in the school to prepare the meals. However, when it is found that cook is from Dalit community, almost half of the children belonging to higher castes are not allowed to take meals by their parents. Consequently the attendance in the schools falls sharply. This could result in the possibility of discontinuation of midday meal scheme, thereafter of teaching staff and subsequent closing down the school. (250 Words, 20 Marks)

(a) Discuss some feasible strategies to overcome the conflict and to create the right ambiance. (b) What should be the responsibilities of different social segments and agencies to create positive social ambiance for accepting such changes? Key points: Involving the Government Bodies and Authorities: As the Sarpanch of the village, it is my duty to bring the matter and consequences of such an evil practice into the notice of the gram Sabha members, so that appropriate measures can be taken.; Ensuring Right to Education and necessary Learnings: Schools and educational institutes as well as family should be encouraged to inculcate moral values among children to strengthen their Social Values from an early age.; Changing Attitude of People: Mental models and social beliefs and practices often become deeply rooted in individuals.; Community Gathering and Cultural Festivals: The barriers dividing society into several segments can be overcome only when there is more interaction among people.; Leading by Example: If the sarpanch is willing to walk the extra mile to set an example, others will also be ready to accept change.; Legal Course: This has to be the last resort.; Interaction with Influential Person: Parents' attitude needs to be moulded to the changing times.; Role of the Village Head: As sarpanch of panchayat, I should abide by the Indian Laws and Constitution I will act in the authority of my power to take...

46. [2015 Q11] One of the scientists working in the R&D laboratory of a major pharmaceutical company discovers that one of the company's best selling veterinary drugs has the potential to cure a currently incurable liver disease which is prevalent in tribal areas. However, developing a variant of the drug suitable for human beings entailed a lot of research and development having a huge expenditure to the extent of Rs. 50 crores. It was unlikely that the company would recover the cost as the disease was rampant only in poverty stricken areas having very little market otherwise. (250 Words, 20 Marks)

If you were the CEO, then (a) Identify the several actions that you could take; (b) Evaluate the pros and cons of each of your actions. Key points: ou were the CEO, then (a) Identify the several actions that; ou could take; (b) Evaluate the pros and cons of each of; Tags: Case Studies Case Summary: I am the CEO of a major pharmaceutical company.; ou could take; My first action will be to adhere to my duties and professional ethics, that is to serve my company and to ensure its maximum profit.; Doing a cost-benefit analysis on the profitability of the medicine, as the medicine can be subsidized by the government under their public health services.; Covering the viability gap under my company's Corporate Social Responsibility(CSR) so that my company keeps the patents for that drug while allowing affordable access to most needy people.; I will try to collaborate with foreign company that shares a similar vision on this matter; Appealing common people through media and NGOs for collaboration and funds through sale of products. (b) Evaluate the pros and cons of each of; Evaluation of the consequences is as follows: Action Plan 1: Taking benefit of the subsidy

from the government.. Overall, this will also create a precedent for others to follow who are faced with such a dilemma thus increasing social capital and trust in society.

47. [2015 Q12] There is a disaster prone state having frequent landslides, forest fires, cloudbursts, flash floods and earthquakes, etc. Some of these are seasonal and often unpredictable. The magnitude of the disaster is always unanticipated. During one of the seasons a cloudburst caused devastating floods and landslides leading to high casualties. There was major damage to infrastructure like roads, bridges and power generating units. This led to more than 100000 pilgrims, tourists and other locals trapped across different routes and locations. The people trapped in your area of responsibility include senior citizens, patients in hospitals, women and children, hikers, tourists, ruling parties, regional presidents along with his family, additional chief secretary of the neighboring state and prisoners in jail. As a civil services officer of the state, what would be the order in which you would rescue these people and why? Give Justifications. (200 Words, 20 Marks)

Tags: Case Studies Case Summary: I am the civil service officer of the disaster-prone state. Key points: They are highly vulnerable during disasters, because of their inability to take care of themselves.; Since their number is less and the position is known, it will be easy for the relief team to evacuate them with fewer effort.; They are valuable members of society, and cannot be left without help for too long because they are physically as well as emotionally feeble.; They are also vulnerable because of their age and have a tendency to be left behind by the people.; Children are our future generation, and hence they must be rescued first of all.; Women and Children are highly vulnerable during disasters, not just physically but emotionally as well.; Since they are in jail, their mobility is highly restricted because of the structure of the institution.; Even though they are prisoners, they are still human beings.; But provisions must be made for them to not take advantage of the situation and escape in the less capacity of the administration.. Overall, yet, in some cases, simultaneous...

48. [2015 Q13] You are heading a district administration in a particular department. Your senior officer calls you from the State Headquarters and tells you that a plot in Rampur village is to have a building constructed on it for a school. A visit is scheduled during which he will visit the site along with the chief engineer and the senior architect. He wants you to check out all the papers relating to it and ensure that the visit is properly arranged. You examine the file which relates to the period before you joined the department. The land was acquired for the local panchayat at a nominal cost and the papers showed that clearance certificates are available for the two of the three authorities who have to certify the site's suitability. There is no certification by the architect available on file. You decide to visit Rampur to ensure that all is in the order as stated on file. When you visit Rampur, you find that the plot under reference is a part of Thakurgarh fort and that the walls, ramparts, etc., are running across it. The fort is well away from the main village, therefore a school here will be a serious inconvenience for the children. However, the area near the village has potential to expand into a larger residential area. The development charges on the existing plot, at the fort, will be very high and the question of heritage site has not been addressed. Moreover, the Sarpanch, at the time of acquisition of the land, was a relative of your predecessor. The whole transaction appears to have been done with some vested interest. (250 Words, 25 Marks)

(a) List the likely vested interest of the concerned parties. (b) Some of the options for action available to you are listed below. Key points: ou are listed below.; our predecessor/ colleagues, etc., and then decide what to do. (iv) You can find out if any alternate plot can be got in exchange and then send a comprehensive written report.; ou suggest any other option with proper justifications?; Concerned Party: Sarpanch; It is possible that the predecessor officer was colluding with Sarpanch so that the government develops the area near the village under some future development scheme so that they can sell the land at much higher price later.; Sarpanch could acquire a larger share of the land that falls near the project so that he can have maximum financial advantage during the time of the development of a residential complex.; Concerned Party:

Predecessor; The predecessor provided undue advantage to Sarpanch, by misusing his authority.; It could also be to maintain good relations with Sarpanch to have favours in case of any future investigations by the authority.. Overall, but simultaneously, the vested interest needs to be brought out by reopening the file and carrying out impartial investigation so that future cases of collusive corruption can be kept in check.

49. [2015 Q14] You are recently posted as district development officer of a district. Shortly thereafter you found that there is considerable tension in the rural areas of your district on the issue of sending girls to schools. The elders of the village feel that many problems have come up because girls are being educated and they are stepping out of the safe environment of the household. They are of the view that the girls should be quickly married off with minimum education. The girls are also competing for jobs after education, which have traditionally remained in boys' exclusive domain, adding to unemployment amongst male population. The younger generation feels that in the present era, girls should have equal opportunities for education and employment, and other means of livelihood. The entire locality is divided between sexes in both generations. You come to know that in Panchayat or in other local bodies or even in busy crossroads, the issue is being acrimoniously debated. One day you are informed that an unpleasant incident has taken place. Some girls were molested, when they were en route to schools. The incident led to clashes between several groups and a law and order problem has arisen. The elder after heated discussion have taken a joint decision not to allow girls to go to school and to socially boycott all such families, which do not follow their dictate. (250 Words, 25 Marks)

(a) What steps would you take to ensure girls' safety without disrupting their education? (b) How would you manage and mould patriarchic attitude of the village elders to ensure harmony in the inter- generational relations? Key points: ou take to ensure girls' safety without disrupting their education? (b) How would; ou manage and mould patriarchic attitude of the village elders to ensure harmony in the inter- generational relations?; ounger generation on girl's education being responsible for a lot of problems including unemployment amongst male population.; ou take to ensure girls' safety without disrupting their education?; Persuasion Techniques and Social influence: For bringing social change through attitude transformation, different techniques of social influence and persuasion could be used.; Altering Socialization Pattern: Gender typecasts need to be shattered by changing the socialization process of children.; Infrastructural Development: Safety of girls in rural areas is often compromised because of lack of adequate infrastructure, like street lights, toilet facilities etc.; Security Provisions and Self-Defense: Engage the police so that patrolling can be increased on routes to schools.; Tackling Crime Incidents: In case of any crime against girls, strict and quick action should be taken against the culprits. (b) How would. Overall, 11 2014 2014 UPSC MAINS GS PAPER I

50. [2016 Q1(a)] Explain how ethics contributes to social and human well-being. (150 Words, 10 Marks)

Ethics correspond to the word "ethos" which means character, habit, customs, ways of behaviour, etc. ethics deepen one's self reflection on the ultimate questions of life. Key points: Ethics and Social well-being: Ethics trains Human mind to think logically and reasonably and to handle moral issues with greater clarity.; All actions, whether one is aware of it or not, in some way or another affects the others.; Thus, ethical problems confront everybody.; Consciously or unconsciously human beings are making moral decisions.; Ethics and Human Well-Being: Ethics deals with the ideal life which human beings should lead.; Some thinkers like Hobbes and Nietzsche have taken a radically different view arguing that people may pursue power or self-assertion as an alternative goal.. Overall, ethics helps a person to look at her own life critically and to evaluate his actions, choices...

51. [2016 Q1(b)] Why should impartiality and non-partisanship be considered as foundational values in public services, especially in the present-day socio- political context? Illustrate your answer with examples. (150 Words, 10 Marks)

Public servants are responsible for managing resources entrusted to them by the community, because they provide and deliver services to the community and they take important decisions that affect all aspects of a community life. Key points: They are required to be completely impartial to avoid corruption and favoritism.; They must maintain the dignity and authority of the public office.; They must meticulously implement the policies and programmes as laid down in laws, regulations and rules.; For example, Impartial behaviour is needed to protect vulnerable groups, women, and children.; Need for Non-Partisanship in Public Services: Non-Partisanship is defined as not to be aligned or favoring any particular group, party etc. public officials should not exert power arbitrarily in their own interests, to support their friends, to harm their enemies, or act with impunity to deny citizens basic rights...

52. [2016 Q2(a)] What do you understand by the terms ‘governance’, ‘good governance’ and ‘ethical governance’? (150 Words, 10 Marks)

The concept of ‘governance’ is as old as human civilization. Key points: Governance: It is the system of decision- making and the process by which decisions are implemented.; Governance entails, as described by the Human Development Report, “the exercise of power or authority in political, economic, administrative spheres to manage a country’s resources and affairs”.; Governance also includes the mechanisms, processes and situations through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences.; Good Governance: The majority of the member States of the free world today are founded on the principle of “Welfare State”, run with full participation of the citizens, striving to achieve the common good.; Good governance has few major characteristics.; Ethical Governance: Ethical Governance means values and ethical behaviour, processes, procedures, culture, ways of doing and...

53. [2016 Q3(b)] Discuss Mahatma Gandhi’s concept of seven sins. (150 Words, 10 Marks)

Ethical teachings are the central philosophy of Mahatma Gandhi. Key points: Politics without principles: politics without principles fuels violence, ethnic cleansing.; Wealth without work: Today there are professions built around making wealth without working, making much money without paying taxes, benefiting from free government programs without carrying a fair share of the financial burdens, and enjoying all the perks of citizenship of a country and membership of corporations without assuming any of the risk or responsibility.; Pleasure without conscience: Lately many people seem to want these pleasures without conscience or sense of responsibility, even abandoning or utterly neglecting spouses and children in the name of doing their thing.; Knowledge without character: As dangerous as a little knowledge is, even more dangerous is much knowledge without a strong, principled character.; Commerce without morality: In his book Moral Sentiment, Adam...

54. [2016 Q3(a)] Analyse John Rawls’s concept of social justice in the Indian Context. (150 Words, 10 Marks)

Social justice relates to the balance between an individual’s rights and social control ensuring the fulfillment of the legitimate expectations of the individual under the existing laws and to ensure his benefits and protection against any encroachment on his rights. Key points: Different political theories offer different pictures of what would be really just social order.; In his book, he argues that the only way one can arrive at a fair and just rule is if someone imagines himself/herself to be in a situation in which decisions have to be taken about how society should be organised although not knowing in which position would person occupy in that society.; Like in India, if a person doesn’t know what kind of family, he/she would be born in, whether one would be born into an ‘upper’ caste or ‘lower’ caste...

55. [2016 Q3(b)] Discuss the Public Services Code as recommended by the 2nd Administrative Reforms Commission. (150 Words, 10 Marks)

The public service is a moral value based system to provide a wide range of facilities (health, education, infrastructure etc.) to people by the government. Key points: At present there is no Code of Ethics prescribed

for public services in India although such codes exist in other countries.; There is a concern that more 'generic norms' are needed to be added to the list of accepted conduct.; It is necessary to build safeguards to prevent conflict of interest.; Commitment to the ideals enshrined in the Preamble to the Constitution.; Good governance for betterment of the people to be the primary goal of civil service; Duty to act objectively and impartially. Overall, within the public services there are formal, enforceable codes setting out norms of expected behaviour with 'sanctions' prescribed for unacceptable departures from such norms.

56. [2016 Q4(a)] "Corruption causes misuse of government treasury, administrative inefficiency and obstruction in the path of national development." Discuss Kautilya's views. (150 Words, 10 Marks)

Kautilya also known as Chanakya is known for his seminal work called the Arthashastra. Key points: Just as it is not possible not to taste honey or poison placed on the surface of the tongue, even so it is not possible for one dealing with the money of the king not to taste the money in yet small a quantity.; Just as fish moving inside water cannot be known when drinking water, even so officers appointed for carrying out works cannot be known when appropriating money.; It is possible to know even the path of birds flying in the sky, but not the ways of officers moving with their intentions concealed.; And he should make those who have amassed (money wrongfully); yield it up and should change them in (their) works, so that they do not consume (the...

57. [2016 Q4(b)] How could social influence and persuasion contribute to the success of Swachh Bharat Abhiyan? (150 Words, 10 Marks)

The Swachh Bharat Mission (SBM) campaign was launched by the Government of India in 2014 to eliminate open defecation and to achieve the goal of open defecation free India by 2nd oct 2019. Key points: Social influence is defined as change in an individual's thoughts, feelings, attitudes, or behaviours that results from interaction with another individual or group.; SBM followed a demand-driven approach, as opposed to the supply-driven approach of previous sanitation programs.; It focused on use of strong persuasion tools like Information Education and Communication (IEC) and Interpersonal Communication (IPC) strategies to "trigger" the communities through over six-lakh swachhagrahis. Panchayat members, ASHA and anganwadi workers, women, children.; outh workers, school teachers, senior citizens, and the differently abled took ownership of persuading people and led the swachhata brigade in their communities.; SBM was about the change in...

58. [2016 Q5] Law and ethics are considered to be the two tools for controlling human conduct so as to make it conducive to civilized social existence. (a) Discuss how they achieve this objective. (b) Giving examples, show how the two differ in their approaches. (150 Words, 10 Marks)

The law may be understood as the systematic set of universally accepted rules and regulations created by an appropriate authority such as the government, which may be regional, national, international, etc. Key points: Laws and Ethics are not always having a clear delineation though.; For example, lying or betraying the confidence of a friend is ethically wrong but not punishable under the law.; et the law also punishes people who break the law with death.; Philosopher Jean-Jacques Rousseau perspective on how we evolved from a "natural state" of ethics, to needing formal laws.; According to Rousseau, people initially lived solitary, uncomplicated lives, with their few needs easily satisfied by nature.; As time passed, yet, and as the overall population increased, the means by which people could satisfy their needs had to change. People slowly began to live...

59. [2016 Q6] Our attitudes towards life, work, other people and society are generally shaped unconsciously by the family and the social surroundings in which we grow up. Some of these unconsciously acquired attitudes and values are often undesirable in the citizens of a modern democratic and egalitarian society. (a) Discuss such undesirable values prevalent in today's educated Indians.

Change in such attitudes has to be carefully fostered since it requires changes in mindset. Key points: Parents and educators should encourage children and; outh to cultivate their character with emphasis on ideas of duty, concern for others, conscientiousness, and scientific outlook.. Overall, public servants should be encouraged to follow codes of conduct and ethical norms.

60. [2016 Q7] Anger is a harmful negative emotion. It is injurious to both personal life and work life. (a) Discuss how it leads to negative emotions and undesirable behaviours.

Anger is an extremely powerful emotion. Key points: Anyone who is angrily obsessed by someone's wrongdoing may be harming himself since pent up anger produces adverse biochemical effects on the body.; According to psychologists, it may be desirable to release anger into harmless channels.; It is true that anger may sometimes be the initial trigger for seeking constructive solutions to personal or political problems.. Overall, this idealistic view has influenced many great moral leaders including Mahatma Gandhi.

61. [2016 Q8] "Max Weber said that it is not wise to apply to public administration the sort of moral and ethical norms we apply to matters of personal conscience. It is important to realise that the State bureaucracy might possess its own independent bureaucratic morality." Critically analyse this statement. (150 Words, 10 Marks)

In the classical approach to administration, the Weberian model of bureaucracy finds a central place. Key points: Scientific management and theory of bureaucracy mark the first major developments in the theory of organisation.; Theory of bureaucracy was needed to bring efficiency in its functioning.; As stated by Weber 'no special proof is necessary to show that military discipline is the ideal model for the modern capitalist factory'; Weber felt that emergence of modern bureaucratic organisation is 'demanded', he further says 'a peculiarity of modern culture', and specific of its technical and economic basis, demands the very 'calculability of results'.; More specifically 'today it is mainly the capitalist market economy which demands the official business of the administration be discharged precisely, unambiguously, continuously, and with as much speed as possible'.; Bureaucratisation offers above all, optimum possibility for carrying through...

62. [2016 Q9] A fresh engineering graduate gets a job in a prestigious chemical industry. She likes the work. The salary is also good. However, after a few months she accidentally discovers that a highly toxic waste is being secretly discharged into a river nearby. This is causing health problems to the villagers downstream who depend on the river for their water needs. She is perturbed and mentions her concern to her colleagues who have been with the company for longer periods. They advise her to keep quiet as anyone who mentions the topic is summarily dismissed. She cannot risk losing her job as she is the sole bread-winner for her family and has to support her ailing parents and siblings. At first, she thinks that if her seniors are keeping quiet, why should she stick out her neck. But her conscience pricks her to do something to save the river and the people who depend upon it. At heart she feels that the advice of silence given by her friends is not correct though she cannot give reasons for it. She thinks you are a wise person and seeks your advice. What arguments can you advance to show her that keeping quiet is not morally right? What course of action would you advise her to adopt and why? (250 Words, 20 Marks)

Case Summary: This case is related to an ethical dilemma between job security or working for the greatest good of the people (villagers) or for the society. Key points: A fresh engineering graduate; Villagers Arguments in favour of not keeping quiet are as follows; Keeping quiet is not morally right because the decision of giving a blind eye to the situation is incorrect as water pollution is affecting the lives of many villagers including children.; Keeping quiet for the sake of career and salary is unbecoming as because of this selfish act many lives are at risk.; It is not morally right to keep quiet, because the education that got her this job is not only for a good salary but to serve society.; The popullated river can cause life threatening disease.; She should do some groundwork,like talking to villagers, the health problems faced by them, testing the level of toxicity of rivers and must make a report.; Even after the report seniors are indifferent towards this issue,

the report can be submitted in a government organization like National Green Tribunal (NGT).; She has also the option to inform the district administration of the same wrongdoing and seek their help.. Overall, so, simultaneously she can start looking for a new job since even if the complaints go unheard she might not continue in the company on moral grounds.

63. [2016 Q10] Land needed for mining, dams and other large- scale projects is acquired mostly from Adivasis, hill dwellers and rural communities. The displaced persons are paid monetary compensation as per the legal provisions. However, the payment is often tardy. In any case, it cannot sustain the displaced families for long. These people do not possess marketable skills to engage in some other occupation. They end up as low paid migrant laborers. Moreover, their development goes to industries, industrialists and urban communities whereas the costs are passed on to these poor helpless people. This unjust distribution of costs and benefits is unethical. Suppose you have been entrusted with the task of drafting a better compensation-cum- rehabilitation policy for such displaced persons, how would you approach the problem and what would be the main elements of your suggested policy? (250 Words, 20 Marks)

Case Summary: Land needed for mining and large scale projects is acquired from adivasis, hill dwellers and rural communities by paying monetary compensation is less and often tardy. Key points: Adivasis, hill dwellers and rural communities.; Urban Communities.; Rehabilitation of tribals with proper plan of basic amenities.; The cultural structure of the tribal community should be preserved while formulating rehabilitation policy.; Compensation should not be equated with monetary compensation alone, proper vocational and skill development training should be provided.; Rehabilitation planning before displacement; Skill development support and choice in project jobs; Option for stocks in companies implementing projects to affected families; Providing housing benefits to all affected families. Overall, thus the policy must have this holistic sight only then implementation can be realized.

64. [2016 Q11] Suppose you are an officer in-charge of implementing a social service scheme to provide support to old and destitute women. An old and illiterate woman comes to you to avail the benefits of the scheme. However, she has no documents to show that she fulfils the eligibility-criteria. But after meeting her and listening to her you feel that she certainly needs support. Your enquiries also show that she is really destitute and living in a pitiable condition. You are in a dilemma as to what to do. Putting her under the scheme without necessary documents would clearly be a violation of rules. But denying her the support would be cruel and inhuman. Can you think of a rational way to resolve this dilemma? Give your reasons for it. (250 Words, 20 Marks)

The given case is an example of an ethical dilemma that a person faces between professional ethics and empathy towards others. Key points: our duty honestly but sometimes cases arise that may force; ou to overcome rules and guidelines.; I am the officer-in-charge of implementing a social service scheme.; An old and illiterate woman.; The first and the foremost step would be to analyse if any guidelines exist to deal with such a condition or one that allows exception.; If there are no such guidelines, it means that I cannot agree to continue the procedure without the due documents and evidence and my duty on a professional note ends here.; Considering that the person is a genuine needy person, I would be compelled to take certain actions which may not be under my official jurisdiction.; I would look for alternative foundations or NGOs that provide similar social service schemes to poor and destitute women.; I would personally guarantee the genuine nature of the person in question so that she receives her benefits without fail.. Overall, our human inclinations must take over whenever professional tendencies fail to address the issue.

65. [2016 Q12] You are a young, aspiring and sincere employee in a Government office working as an assistant to the director of your department. Since you have joined recently, you need to learn and progress. Luckily your superior is very kind and ready to train you for your job. He is a very intelligent and well-informed person having knowledge of various departments. In short, you respect your boss and are looking

forward to learn a lot from him. Since you have good tuning with the boss, he started depending on you. One day due to ill health he invited you to his place to finish some urgent work. You reached his house and before you could ring the bell you heard shouting noises. You waited for a while. After entering the house the boss greeted you and explained the work. But you were constantly disturbed by the crying of a woman. At last, you inquired with the boss but his answer did not satisfy you. Next day, you were compelled to inquire further in the office and found out that his behavior is very bad at home with his wife. He also beats up his wife. His wife is not well educated and is a simple woman in comparison to her husband. You see that though your boss is a nice person in the office, he is engaged in domestic violence at home. In such a situation, you are left with the following options. Analyse each option with its consequences. (a) Just ignore thinking about it because it is their personal matter. (b) Report the case to the appropriate authority. (c) Your own innovative approach towards the situation. (250 Words, 20 Marks)

The case here presents two faces of a man in his professional and personal life. Key points: I, working as an assistant to the director; The director of my department.; A woman, wife of my boss.; As the boss is a good employee at work and there are no such complaints regarding his behaviour with fellow workers, I might ignore it considering the incident as his personal matter.; In such a situation I may not have to worry about any pressure from my boss, yet the internal conflicts with my own soul would throttle me every other moment.; If inspired by overwhelming thoughts within me, I report the case to appropriate authorities.; If it is heard, then that can pave way for justice for the victim, but in case it is ignored, it may create problems for me in the short run, yet, even in that scenario I would like to take the case further for the sake of gaining justice for the oppressed.; Since the boss is good to me, I would try to gather as much information about that strange behaviour of my boss as I can.; I will approach my boss to his wife and make her aware of her rights especially under the Protection of Women from Domestic Violence Act, 2005.. Overall, the wife is not educated, she may not be aware of her legal rights and thus...

66. [2016 Q13] ABC Ltd. Is a large transnational company having diversified business activities with a huge shareholder base. The company is continuously expanding and generating employment. The company, in its expansion and diversification programme, decides to establish a new plant at Vikaspuri, an area which is underdeveloped. The new plant is designed to use energy efficient technology that will help the company to save production cost by 20%. The company's decision goes well with the Government policy of attracting investment to develop such underdeveloped regions. The government has also announced a tax holiday for five years for the companies that invest in underdeveloped areas. However, the new plant may bring chaos for the inhabitants of Vikaspuri region, which is otherwise tranquil. The new plant may result in increased cost of living, aliens migrating to the region, disturbing the social and economic order. The company sensing the possible protest tried to educate the people of Vikaspuri region and public in general that how its Corporate Social Responsibility (CSR) policy would help overcome the likely difficulties of the residents of Vikaspuri region. In spite of this the protests began and some of the residents decided to approach the judiciary as their plea before the Government did not yield any result. Identify the issues involved in the case. What can be suggested to satisfy the company's goal and to address the residents' concern? (300 Words, 25 marks)

The business should include a sense of social responsibility. Key points: because of limited livelihood options, increased cost of living for the people most of which might belong to lower middle-class strata or below will become a major problem to handle.; Since the area is already underdeveloped resources like land, water, public services like health, education, a planned sewer management system will be inadequate.; Though the company claims to tackle all the difficulties through CSR, construction of basic infrastructure can take a lot of time which may further add to the chaos.; Environment effect assessment should be conducted in the first place with a non-partisan approach.; Government and Company must work in tandem to ensure that the problems of the residents are taken care of through the CSR programs.; Legislative representatives of the area should accompany the company officials when information camps about the project are set up to

develop a sense of belief amongst the residents.. Overall, such initiatives instill confidence in people, and they would eventually not oppose such development.

67. [2016 Q14] Saraswati was a successful IT professional in the USA. Moved by the patriotic sense of doing something for the country she returned to India. Together with some other like minded friends, she formed an NGO to build a school for a poor rural community. The objective of the school was to provide the best quality modern education at a nominal cost. She soon discovered that she had to seek permission from a number of Government agencies. The rules and procedures were quite confusing and cumbersome. What frustrated her most was delays, callous attitude of officials and constant demand for bribes. Her experience and the experience of many others like her has deterred people from taking up social service projects. A measure of Government control over voluntary social work is necessary. But it should not be exercised in a coercive and corrupt manner. What measures can you suggest to ensure that due control is exercised but well meaning, honest NGO efforts are not thwarted? (300 Words, 25 Marks)

The issue discussed in the case is faced by individuals, intended to work for the welfare of the society and for the country but gets stuck up in red tape and bureaucratic apathy. Key points: Saraswati, a successful IT professional and few of her like minded friends.; Government agencies.; To ensure transparency in financial transactions or deals.; Most of the NGOs that are funded by foreign sources are accused of organising agitations and preventing developmental projects in India.; Corrupt NGOs that receive foreign funds may serve as nodes and networks for money laundering.; NGOs have acted as a cover for organised crimes in the past and are often seen as fronts for extremist causes.; There is a need to establish a single window clearance mechanism to reduce the registration time.; A National Accreditation Council including academicians, activists, retired bureaucrats etc., must be set up to ensure compliance by the NGOs.; A centralized system can be designed for registration of NGOs and then they can be linked with respective ministries to improve coordination and transparency in funding patterns.. Overall, 10 2015 2015 UPSC MAINS GS PAPER I

68. [2017 Q1] Conflict of interest in the public sector arises when (a) official duties, (b) public interest, and (c) personal interests are taking priority one above the other. How can this conflict in administration be resolved? Describe with an example. (150 Words, 10 Marks)

A conflict of interest is an ethical issue that occurs when there is an involvement of both personal and professional factors in decision making. Key points: Official Duties: Conflict of interest arises when a person is required to fulfil two or more roles that may be in conflict with each other.; Public Interest: As a public servant, upholding public interest is not only in line with core values of public service but also adds to the integrity of individuals.; When the public servant does not realise that it's his/her duty to represent the government and public interest, it creates conflict of interest.; Personal Interest: When the public servant is overburdened with official work, he/she might not be able to fulfill the personal needs.; Maintaining transparency based governance, it will act as deterrence against abuse of power.; Objectivity based...

69. [2017 Q2] Examine the relevance of the following in the context of civil service: (a) Transparency (b) Accountability (c) Fairness and justice (d) Courage of conviction (e) Spirit of Service (150 Words, 10 Marks)

A civil servant is a critical link between the government and the common people and is responsible for smooth conduct of administration. Overall, a civil servant must not only know, but he must also bring this philosophy in his personality, because as Leonardo da Vinci has said, "knowing is not enough, we must apply".

70. [2017 Q3] Young people with ethical conduct are not willing to come forward to join active politics. Suggest steps to motivate them to come forward. (150 Words, 10 Marks)

India is comparatively a young democracy with 65% of the population is under 35 years of age. Key points: Young democracy with 65% of the population is under 35; Youth plays a very minimal role in active politics.; Youth has been negative when it comes to participation in active politics, especially those with some ethical

conduct.; ears of age. Inclusion of; outh with ethical conduct in politics is important.; outh with moral values , fresh ideas and new leadership will help to overcome authoritarian practices.. Overall, it thus required some young leaders with enthusiasm, morality and diligence in Indian politics.

71. [2017 Q4(a)] One of the tests of integrity is complete refusal to be compromised. Explain with reference to a real life example. (150 Words, 10 Marks)

In ethics, the term ‘integrity’ means the quality of being honest and having strong moral principles that one refuses to change. Key points: Integrity in essence means adherence to principles.; Integrity is exhibited when one is firm in his/her moral values and does not deviate from them.; Integrity occurs when one is uncompromising even when there are favors or threats to oneself.; Honest and people with integrity do not deviate from what is ethical and moral in their service and code of conduct.; Mahatma Gandhi revered truth and non-violence throughout his life.; One of the acts of integrity in real life was exhibited by Wing Commander Abhinandan in the aftermath of Balakot airstrikes.. Overall, thus CSR improves profitability and sustainability of the companies.

72. [2017 Q5(a)] “Great ambition is the passion of a great character. Those endowed with it may perform very good or very bad acts. All depends on the principles which direct them.” – Napoleon Bonaparte. Stating examples mention the rulers (i) who have harmed society and country, (ii) who worked for the development of society and country. (150 Words, 10 Marks)

Napoleon Bonaparte was a French military general and emperor who conquered much of Europe in the early 19th century. Key points: Ashoka was a great ruler of the Mauryan Empire.; In modern India, Pt.; ears of colonial rule and a violent partition.; Martin Luther King of the US relentlessly campaigned for civil rights of the Black community.; Adolf Hitler wanted to see Germany as a world leader by consolidating territory from other European countries.; The above two examples bring out the contradiction in actions when guided by differing principles – one wherein ambition based on weak principles resulted in harm to society (Hitler) and one where ambition based on ethical and moral principles led to development of society.. Overall, for the achievement of his narrow pursuit, he led the continent to a war, which resulted in deaths of...

73. [2017 Q5(b)] “If a country is to be corruption free and become a nation of beautiful minds, I strongly feel there are three key societal members who can make a difference. They are the father, the mother and the teacher.” – A.P.J. Abdul Kalam. Analyse. (150 Words, 10 Marks)

Corruption is referred to the act of misuse and abuse of power by those in authority or the government for personal gains either pecuniary or a favor. Key points: Low Wages or Salaries: The wages and salaries of public servants in India are very less, which indeed is not enough to take care of the children, parents or other dependents.; For example, a police constable in India merely gets a salary of Rs.; Crony Capitalism: It has led to growth of unholy nexus between Politicians and businessmen.; Social and Ethical: With the increasing shift towards individualism and materialism has led to increased penchant for a luxurious lifestyle.; Criminalization of Politics: Above 30% of the legislators in the country have pending criminal cases against them.; Colonial Bureaucracy and Failure in Reforms: The bureaucracy essentially remains colonial in nature characterized...

74. [2017 Q6(a)] How will you apply emotional intelligence in administrative practices? (150 Words, 10 Marks)

Emotional Intelligence is the capability of a person to assess, manage and control one’s own emotions as well as the emotions of others. Key points: Empathy: One who is emotionally intelligent can understand the thoughts and processes of the opposite person or a group.; Social Competence: Social competence is a way to get along with other people.; Self-awareness: A person with emotional self- awareness is usually receptive to, and able to learn from, constructive criticism more than one who does not have emotional self-awareness.;

Motivation: People with high emotional intelligence are self-motivated, resilient, and driven by an inner ambition rather than being influenced by outside forces, such as money or prestige.; Optimistic: People with high emotional intelligence are optimistic and always think positively even in the worst situation.; Workshops and Certification programs for the developmental and behavioural assessment...

75. [2017 Q7(a)] The crisis of ethical values in modern times is traced to a narrow perception of the good life. Discuss. (150 Words, 10 Marks)

Tolstoy once said that “True happiness is pleasure without repentance”. Key points: Integrity: It means honesty or trustworthiness of any individuals in personal life or in the discharge of official duties.; Selflessness: It is characterized by low levels of self-centeredness and a low degree of importance given to the self.; Truthfulness: Sometimes people adopt several unethical means or are involved with many unethical practices to have a good life which is generally materialistic in nature.; Essence and Respect of Values: In today’s world, we see the rise of blatant individualism and the blind pursuit of what is seen as a good life- the minting of more money, success, fame being the most sought after commodities, often being bartered and bought and sold at the market.; Morality: Morality has been the hallmark of public life.; Priority of Material Over...

76. [2017 Q8(a)] Discipline generally implies following the order and subordination. However, it may be counter-productive for the organisation. Discuss. (150 Words, 10 Marks)

“Discipline is the soul of an army. Key points: Discipline helps prevent chaos in an organisation and makes the process streamlined in case of contingencies like disaster relief.; Discipline in an organization ensures productivity and efficiency.; It encourages harmony and co-operation among employees and also acts as a morale booster for the employees.; It is very essential for a healthy industrial atmosphere and for the achievement of organizational goals.; If a person or senior passing orders which is incompetent, the working of the whole organisation suffers as a result.; It creates a moral dilemma for the followers of a criminal or inhumane order as it might make them complicit in the crime.. Overall, these observations can be aptly summed up in the words of Gandhi where he contended that commerce without morality and politics without principles are sins.

77. [2017 Q9] You are an honest and responsible civil servant. You often observe the following: (a) There is a general perception that by adhering to ethical conduct one may face difficulties to oneself and cause problems for the family, whereas unfair practices may help to reach the career goals. (b) When the number of people adopting unfair means is large, a small minority having a penchant towards ethical means makes no difference. (c) Sticking to ethical means is detrimental to the larger developmental goals. (d) While one may not involve oneself in large unethical practices, giving and accepting small gifts makes the system more efficient. Examine the above statements with their merits and demerits. (250 Words, 20 Marks)

Honesty or absolute integrity is a priceless asset for a civil servant. Key points: Devotion to ethical conduct may produce estrangement from inability to reach certain short term career goals, but mere attainment of materialistic goals cannot be the essence of life.; In the long run ethical conduct always helps in achieving life’s larger goals, for instance mental peace, strength of character, clear conscience and brings harmony and balance in life.; Realizing goals by unfair means would affect our conscience and erode strength of character.; The safety of life and family members can also be guaranteed for a person of upright character by preventing him from being implicated on charges of wrongdoing.; Not adhering to ethical conduct will promote corruption and mismanagement.; Even though there might be instances of a large number of corrupt people prevailing over few honest individuals, it’s these few upright men that sustain the faith of people in humanity and society.; They act as a check against larger wrongdoings, constraining their power and also exposing and uprooting them.; They act as role models for larger society to adhere to what is correct.; When a large number of people are corrupt, a few good men cannot help salvaging the situation as their voices drown in

the majority.. Overall, thus, as an honest official, it becomes necessary that I follow an ethical and honest way of doing my...

78. [2017 Q10] You are aspiring to become an IAS officer and you have cleared various stages and now you have been selected for the personal interview. On the day of the interview, on the way to the venue you saw an accident where a mother and child who happen to be your relatives were badly injured. They needed immediate help. What would you have done in such a situation? Justify your action. (250 Words, 20 Marks)

Case Summary: The above mentioned case is a classic example of an ethical dilemma that is quite common in the life of an individual, especially the ones with high moral integrity. Key points: Stakeholders involved: Me and the mother and child.; Ethical dilemmas: Personal cost ethical dilemma Vs. civic duty; Values at play: Compassion, civic and moral duty.; My action will be based on the gravity of the accident which requires my immediate and active involvement.; If the situation requires me to actively participate, involve and take the family to the hospital, then I will take the family to the hospital with immediate effect.; If I need to take the action, I will try to involve my close friend or family so that a time space can be made available to me for interview.; Ethical and moral responsibility: Every human has a duty towards another human and these responsibilities are governed by principles of humanity.; Family and official duties: The individual being part of my family puts extra onus on me for ensuring their safety.; Test of my courage and emotional management: This will not be an easy task it will require definitely a strong courage to see somebody injured on the road at the accident site show I need to gather myself emotionally to ensure that my actions would not. Overall, these values form the foundation of civil service...

79. [2017 Q11] You are the head of the Human Resources department of an organisation. One day one of the workers died on duty. His family was demanding compensation. However, the company denied compensation because it was revealed in investigation that he was drunk at the time of the accident. The workers of the company went to strike demanding compensation for the family of the deceased. The Chairman of the management board has asked for your recommendation. What recommendation would you provide the management? Discuss the merits and demerits of each of the recommendations. (250 Words, 20 Marks)

Case Summary: between workers and the management would be lost. Key points: I would recommend the company to offer compensation.; Merits: The biggest merit of this recommendation would be upholding the values that define human beings.; Demerit: The demerit would be collapse of discipline in workers.; This step is actually the most suitable one because it will send a message that management will not tolerate acts such as consuming of alcohol, but it will also indicate the softer side of the management towards family members of staff.; Merits: Chances of questions asked on a company's discipline will be removed altogether with this step.; Demerits: Family members may employ blackmail techniques to get more benefits from the company management.; As the worker was drunk during duty, the company cannot be held responsible for his death.; Merits: This may sound right as the worker was bound to follow rules at the place of work.; Demerits: yet, the strike by the remaining workers could affect the image and productivity of the company.. Overall, eventually, care has to be taken to balance both the humane values and discipline that the company aims to honour.

80. [2017 Q12] You are the manager of a spare parts company A and you have to negotiate a deal with the manager of a large manufacturing company B. The deal is highly competitive and sealing the deal is critical for your company. The deal is being worked out over dinner. After dinner the manager of manufacturing company B offered to drop you to the hotel in his car. On the way to the hotel he happens to hit a motorcycle injuring the motorcyclist badly. You know the manager was driving fast and thus lost control. The law enforcement officer comes to investigate the issue and you are the sole eyewitness to it. Knowing the strict laws pertaining to road accidents you are aware that your honest account of the incident would lead to the prosecution of the manager and as a consequence the deal is likely to be jeopardised, which is of immense

importance to your company. What are the dilemmas you face? What will be your response to the situation? (250 Words, 20 Marks)

Case Summary: The above case study is the ethical dilemma of self-interest/individual benefit, responsibility, intellectual integrity and negative consequences. y Manager of company A that is me and the company itself • Manager of company B • The motorcyclist In the given situation following ethical dilemmas arise: y Personal Cost Ethical Dilemma: If I give an honest account of incidents to the investigating authorities, the critical deal will be lost for my company. • Moral Dilemma: If I do not report the incident, fearing the loss of deal, the defaulter will not be brought to book and the motorcyclist will not be assured justice, who is critically injured. Key points: Manager of company A that is me and the company itself; The motorcyclist In the given situation following ethical dilemmas arise; Personal Cost Ethical Dilemma: If I give an honest account of incidents to the investigating authorities, the critical deal will be lost for my company.; Moral Dilemma: If I do not report the incident, fearing the loss of deal, the defaulter will not be brought to book and the motorcyclist will not be assured justice, who is critically injured.; Legal Dilemma: Not giving the correct account of an accident would also be legally wrong since an accident has taken place critically injuring a person.; Honest civilian vs Loyal Employee: Legal service is one of the duties of a citizen.; The situation involves the...

81. [2017 Q13] A building permitted for three floors, while being extended illegally for 6 floors by a builder, collapses. As a consequence, a number of innocent labourers including women and children died. These labourers are migrants from different places. The government immediately announced cash relief to the aggrieved families and arrested the builder. Give reasons for such incidents taking place across the country. Suggest measures to prevent their occurrence. (250 Words, 20 Marks)

Infrastructure development requires following certain guidelines that ensure minimal risk for workers as well as future occupants. Key points: The builders make use of low quality materials for constructing buildings so that they can earn large profits.; The ease with which rule and regulations are bypassed by the builders remains the main concern.; Apathy towards laws makes illegal construction a trend that continues to take the life of innocent citizens.; also, the standards prescribed for construction are at best poorly defined that people either do not understand or are not aware of.; At the root of such incidence is unplanned urbanisation that forces one to opt for accommodation that is built illegally in face of limited choices that people get in ever expanding urban areas.; Somewhere the government has also failed in providing affordable accommodation to citizens hence they go for illegal properties.; Above all the builders' moral attributes are to be blamed in totality that finds it alright to compromise people's life in return for monetary gains.; It is necessary to levy heavy penalties on builders who violate guidelines so that such incidents are prevented from taking place.; Rules and regulations need to be defined in clear terms and enforced effectively.. Overall, such incidents not only threaten lives of people inside them, but they also result in economic losses for the owners, who have invested their life savings.

82. [2017 Q14] You are a Public Information Officer (PIO) in a government department. You are aware that the RTI Act, 2005 envisages transparency and accountability in administration. The act has functioned as a check on the supposedly arbitrarily administrative behaviour and actions. However, as a PIO you have observed that there are citizens who filed RTI applications not for themselves but on behalf of such stakeholders who purportedly want to have access to information to further their own interests. At the same time there are those RTI activists who routinely file RTI applications and attempt to extort money from the decision makers. This type of RTI activism has affected the functioning of the administration adversely and also possibly jeopardizes the genuineness of the applications which are essentially aimed at getting justice. What measures would you suggest to separate genuine and non-genuine applications? Give the merits and demerits of your suggestions. (250 Words, 20 Marks)

Case Summary: Being a PIO in a government department, I observed that there are citizens who filed RTI not for themselves but on behalf of stakeholders who want to have access to information to further their own

interests. Key points: I, as a Public Relation Officer in a government department.; RTI Activists The RTI Act has played a major role in bringing transparency and accountability in the system.; Formation of a task force: Form a taskforce to look into the issue before filing the RTI.; Merits: Scrutinising the people who are involved in misuse of RTI and other wrongdoings.; Demerits: This will make the process more tedious for the genuine RTIs and it will also prevent the honest RTI activists from filing applications.; Maintain Records of Activists: Need to maintain the past records of activists.; Merits: Help to find out the actual reason for RTI filings based on the previous filling pattern.; Demerits: This is going to add another burden of task with the officials.; Changes in fee: Some changes in charges and fees associated with providing information can be made in the law.. Overall, 9 2016 2016 UPSC MAINS GS PAPER I

83. [2018 Q1(a)] State the three basic values, universal in nature, in the context of civil services and bring out their importance. (150 Words, 10 Marks)

Values are the belief of individuals that drives human actions or human behavior. Key points: Integrity and Honesty: Integrity is the quality of being honest and having strong moral principles.; our own personal interests.; Public interest alone should concern civil servants in their official decision making and not by any financial or other consideration .; Courage: Courage is the resistance against any opposition by challengers.; Impartiality and Political Neutrality: Impartiality ensures equality without any bias and prejudices in the general, non-partisanship ensures a neutral approach in politics and a solid commitment to the government.; Commitment to Public Service: A Civil servant should deliver services in a effective, fair and impartial and courteous manner to serve the public interest always.. Overall, thus, there is a need for more generic norms to be laid down by way of accepted conduct...

84. [2018 Q2(a)] What is meant by public interest? What are the principles and procedures to be followed by civil servants in public interest? (150 Words, 10 Marks)

It is a document that contains the direction towards specific practices and behaviour that are followed or restricted under the organisation. Key points: Compliance with Law: Civil servant shall execute their official duties in compliance with the Constitution and laws.; Ethical Conduct: The measures and steps taken by the public officials must be within the borders of ethical conduct.; Principles of Socialism: For the welfare of the citizens of India, who are still underprivileged, needs every possible support from the government to excel.; Equal Treatment: Civil servants shall ensure equal treatment of the citizens and the legal entities when performing official duties.; Good Public Relations: While communicating with citizens and other legal entities, the civil servant shall act in a manner that establishes of relations of mutual confidence and cooperation between these entities and the administration.; Other: Civil...

85. [2018 Q2(b)] “The Right to Information Act is not all about citizens’ empowerment alone, it essentially redefines the concept of accountability”. Discuss. (150 Words, 10 Marks)

Mahatma Gandhi once said, “The real Swaraj will come not by the acquisition of authority by a few, but by the acquisition of capacity by all to resist authority when abused”. Key points: The primary stakeholders in RTI are; Public Authorities composed of Public Information Officers and the Appellate; and; Central and State Information Commissions.; Under the provisions of the Act, any citizen may request information from a “public authority” (a body of Government or “instrumentality of State”), which is required to reply within the stipulated time.; The Act also requires each public authority to computerize their records for wide dissemination and publish proactively certain categories of information so that the citizens need minimum recourse to request for information formally.; The Act is in accordance with Article 19 of the Constitution of India, which enables Indian citizens to...

86. [2018 Q3(a)] What is meant by conflict of interest? Illustrate with examples, the difference between the actual and potential conflicts of interest. (150 Words, 10 Marks)

A conflict of interest occurs when there is an involvement of both personal and professional factors in decision making. Key points: An actual conflict of interest occurs when any circumstances or interests that detract from a person's fulfilment of their obligation to government.; When personal interest leads a person to act against the interest of the employer or the government agency.; For example: A person is on the interview board of a selection committee.; A potential conflict of interest means any action or any decision or recommendation by a public official that could result in a financial benefit or detriment for self or relatives.; A potential conflict of interest differs from actual conflict of interest in terms of probability.; If a person agrees to give a contract to a party without holding competitive bidding and justifying it on...

87. [2018 Q4(a)] "In doing a good thing, everything is permitted which is not prohibited expressly or by clear implication". Examine the statement with suitable examples in the context of a public servant discharging his/her duties. (150 Words, 10 Marks)

Laws and rules lay down broad-based restrictions. Key points: For public servants discharging their duties, the above statement provides a code of conduct for carrying out their responsibilities. 'Everything which is not forbidden is allowed' is also a constitutional principle of English law defining the essential freedom of citizens.; The conduct of a civil servant should be free of bias and prejudice.; For example, a public servant such as a District Magistrate endowed with the spirit of service may arrange for refreshment of senior citizens visiting the office for several services.; ou think is more appropriate?; The answer to the question depends upon what the ends or goals are and what means are being used to achieve them.; The 'ends justifying the means' involves doing something wrong to achieve a positive end and justifying the immoral act by...

88. [2018 Q5(a)] Suppose the Government of India is thinking of constructing a dam in a mountain valley bound by forests and inhabited by ethnic communities. What rational policy should it resort to in dealing with unforeseen contingencies? (150 Words, 10 Marks)

This issue involves Environmental security and inclusive, balanced economic development at its core. Key points: Environmental effect Assessment(EIA): It should not be a one time exercise but can be carried out periodically along with Social effect Assessment.; Early identification of problems and fixing them has to be made a part of the local bureaucracy.; List of unexpected challenges like earthquake, landslide, flash floods etc must be prepared along with actions needed.; ouths with basic survival skills, first aid may be undertaken.; The State has to ensure that peripheral activities like tourism, agriculture practices like Jhum cultivation, hunting, deforestation, and land- use patterns have been undertaken with strict vigilance and responsibility.; A Disaster Prediction Mechanism or vulnerability assessment must be developed which can provide scientific early warning.. Overall, all ethical and moral issues along with the public policies, laws...

89. [2018 Q6] What do each of the following quotations mean to you in the present context? (a) "The true rule, in determining to embrace, or reject anything, is not whether it has any evil in it; but whether it has more evil than good. There are few things wholly evil or wholly good. Almost everything, especially governmental policy, is an inseparable compound of the two; so that our best judgement of the preponderance between them is continually demanded. " - Abraham Lincoln (150 Words, 10 Marks)

Abraham Lincoln was an American statesman and lawyer who served as the 16th president of the United States from 1861 until his assassination in 1865. Key points: In this above statement, Lincoln strikes at the heart of our beliefs in modern values of good or bad, right or wrong as absolute.; One should scale them rationally so that good is maximised.; For Example: If we take an example of Aadhaar.; This statement rightly points out that we have to weigh both pros and cons not as a unique policy but as a process.; Lincoln's statement (1848) is relevant for the present-day world.; Nothing is completely evil or totally good.. Overall, he always believed that bad means can never lead to noble outcomes no matter how much we wish otherwise.

90. [2018 Q7] Rakesh is a responsible district level officer, who enjoys the trust of his higher officials. Knowing his honesty, the government entrusted him with the responsibility of identifying the beneficiaries under a health care scheme meant for senior citizens. The criteria to be a beneficiary are the following: (a) 60 years of age or above. (b) Belonging to a reserved community. (c) Family income of less than 1 Lakh rupees per annum. (d) Post-treatment prognosis is likely to be high to make a positive difference to the quality of life of the beneficiary. One day, an old couple visited Rakesh's office with their application. They have been the residents of a village in his district since their birth. The old man is diagnosed with a rare condition that causes obstruction in the large intestine. As a consequence, he has severe abdominal pain frequently that prevents him from doing any physical labour. The couple has no children to support them. The expert surgeon whom they contacted is willing to do the surgery without charging any fee. However, the couple will have to bear the cost of incidental charges, such as medicines, hospitalization, etc., to the tune of rupees one lakh. The couple fulfils all the criteria except criterion 'b'. However, any financial aid would certainly make a significant difference in their quality of life. How should Rakesh respond to the situation? (250 Words, 20 Marks)

Case Summary: y Rakesh is an honest, trustable and responsible district level officer. Key points: Rakesh is an honest, trustable and responsible district level officer.; Oneday, an old couple visited Rakesh's office seeking help as they don't have any children to support them.; They fulfil all the criteria (as mentioned) which help them to get included in the beneficiary list but except one criteria (they do not belong to a reserved family).; Rakesh as a responsible district level officer.; An old couple, who visited Rakesh's office with their application for help.; Society at large.; Find Government Facilities: As the expert surgeon whom they contacted is willing to do the surgery without charging any fee.; NGOs: Rakesh should hold meetings with Non- government Organizations (NGOs) working in the health sector for old age people and public spirited citizens.; Find Exception or use discretion: Rakesh may find provisions of exception and discretion in the health scheme to consider extremely needy patients.. Overall, sub categorization can be considered as inclusive of landless poor, old people without children and people without any permanent source of income.

91. [2018 Q8] As a senior officer in the Ministry, you have access to important policy decisions and upcoming big announcements such as road construction projects before they are notified in the public domain. The Ministry is about to announce a mega road project for which the drawings are already in place. Sufficient care was taken by the planners to make use of the government land with the minimum land acquisition from private parties. Compensation rate for private parties was also finalized as per government rules. Care was also taken to minimize deforestation. Once the project is announced, it is expected that there will be a huge spurt in real estate prices in and around that area. Meanwhile, the Minister concerned insists that you realign the road in such a way that it comes closer to his 20 acres farmhouse. He also suggests that he would facilitate the purchase of a big plot of land in your wife's name at the prevailing rate which is very nominal, in and around the proposed mega road project. He also tries to convince you by saying that there is no harm in it as he is buying the land legally. He even promises to supplement your savings in case you do not have sufficient funds to buy the land. However, by the act of realignment, a lot of agricultural lands has to be acquired, thereby causing a considerable financial burden on the government, and also the displacement of the farmers. As if this is not enough, it will involve cutting down a large number of trees denuding the area of its green cover. Faced with this situation, what will you do? Critically examine various conflicts of interest and explain what your responsibilities are as a public servant. (250 Words, 20 Marks)

Case Summary: This is a case of political interference and conflict of interest if he uses inside information for private gain. Key points: I, as a senior scientific officer in the Ministry.; Private parties, with whom the government deals as the government roles.; The Minister who insists to realign the road in such a way that it comes closer to his 20 acres farmhouse.; A conflict of interest occurs when there is an involvement of both personal and professional factors in decision making.; Professional interest vs.; Minister's Interest vs.; Personal Economic Interest vs.; Our Combined Interest Vs.; Moral Conflict: Till now, I have done my services

on moral values and with honesty and accepting the offer will rob me of my mental peace.. Overall, hence, acting ethically is the most reasonable choice.

92. [2018 Q9] It is a State where prohibition is in force. You were recently appointed as the Superintendent of Police of a district notorious for illicit distillation of liquor. The illicit liquor leads to many deaths, reported and unreported, and causes a major problem for the district authorities. The approach till now had been to view it as a law and order problem and tackle it accordingly. Raids, arrest, police cases, and criminal trials – all these had only limited impact. The problem remains as serious as ever. Your inspections show that the parts of the district where the distillation flourishes are economically, industrially and educationally backward. Agriculture is badly affected by poor irrigation facilities. Frequent clashes among communities gave a boost to illicit distillation. No major initiatives had taken place in the past either from the government's side or from social organizations to improve the lot of the people. Which new approach will you adopt to bring the problem under control? (250 Words, 20 Marks)

Case Summary: A State where prohibition is in force and i was appointed as the SP of a district notorious for illicit distillation of liquor, causes many deaths. Key points: I, appointed as the Superintendent of Police of the concerned district.; People of the district who were involved in illicit distillation of liquor.; Government and social organizations.; Society at large.; I will take up this case not only as a law and order problem because this method is not producing desired results as in the case it is mentioned that raids, arrest, police cases, and criminal trials – all these had only limited effect.; Along with conventional policing, I will fall back on 'community policing' as done in Kerala as well to seek a complete and effective solution to the problem.; If I look at today's policing, it is facing many challenges which have roots in socio-economic deprivation and development deficit such as agricultural and industrial backwardness , poor infrastructure, lack of employment opportunities, health and education facilities etc.; To understand the socioeconomic context of crime and illegal activities a police officer needs to be aware and sensitive.; Open a communication and interaction channel for the community and locals to understand their plight and also to make them aware about the legal and ethical sources of livelihood.. Overall, going by this, it will curb the demand of liquor by locals...

93. [2018 Q10] A big corporate house is engaged in manufacturing industrial chemicals on a large scale. It proposes to set upon the additional unit. Many states rejected its proposal due to the detrimental effect on the environment. But one state government acceded to the request and permitted the unit close to a city, brushing aside all opposition. The unit was set up 10 years ago and was in full swing till recently. The pollution caused by the industrial effluents was affecting the land, water and crops in the area. It was also causing serious health problems to human beings and animals. This gave rise to a series of agitation thousands of people took part, creating a law and order problem necessitating stern police action. Following the public outcry, the State government ordered the closure of the factory. The closure of the factory resulted in the unemployment of not only those workers who were engaged in the factory but also those who were working in the ancillary units. It also very badly affected those industries which depended on the chemicals manufactured by it. As a senior officer entrusted with the responsibility of handling these issues, how are you going to address it? (250 Words, 20 Marks)

Case Summary: A big corporate house, engaged in manufacturing industrial chemicals proposed to set additional units but rejected the proposal by many states. Key points: Local people and employees of the organization.; Society at large.; As a senior civil servant my concern will not be just maintaining law and order or putting a stop on economic activities which lead to pollution and other harmful consequences, but trying to find better arrangements to keep the businesses going with least adverse effect on natural resources as well as people.; Civil servants are seen as administrators and agents of socio-economic change and law and order enforcers.; Businesses create wealth and generate employment, but these also lead to pollution and destitution if these units do not follow the principle of Corporate Social Responsibility and corporate ethics.; I

will actively engage with the directors and CEO of the chemical unit to find out the best solution could be reconciled with interest of the people and sustainable development rather than giving an order to close down.; I will use empathy while dealing with protestors against the chemical project, but will not decide about the fate of the chemical units instantly.; I will convene a platform to frequently bring the business, people and government officials together to analyse and evaluate and act against the evolving challenges because of the chemical and other industries in the vicinity.; An...

94. [2018 Q12] Edward Snowden, a computer expert and former CIA administrator, released confidential Government documents to the press about the existence of Government surveillance y Central Intelligence Agency (CIA), United States. • The United States Government. programmes. According to many legal experts and the US Government, his action violated the Espionage act of 1971, which identified the leak of State secrets as an act of treason. Yet, despite the fact that he broke the law, Snowden argued that he had a moral obligation to act. He gave a justification for his “whistle blowing” by stating that he had a duty “to inform the public as to that which is done in their name and that which is done against them.” According to Snowden, the Government’s violation of privacy had to be exposed regardless of legality since more substantive issues of social action and public morality were involved here. Many agreed with Snowden. Few argued that he broke the law and compromised national security, for which he should be held accountable. Do you agree that Snowden’s actions were ethically justified even if legally prohibited? Why or why not? Make an argument by weighing the competing values in this case. (250 Words, 20 Marks)

Case Summary: Edward Snowden, a computer expert and a CIA administrator, made government documents public, which violated the Espionage Act, 1971. Key points: Edward Snowden, a computer expert and a former CIA administrator.; Morality, principles concerning the distinction between right and wrong or good and bad behaviour.; It is an everlasting dilemma which will occur in the future as well.; Both seek justice in different ways and help attain stability in the society.; Individual liberty and privacy seeks to provide personal space to humans.; The surveillance programme was a gross violation of its own mandate.; Every organisation has a set of rules, beliefs and conventions that have to be preserved at all extent.; Organisations have certain secrets or insider information that have to be kept from leaking.; When Snowden leaked documents pertaining to the existing government’s surveillance program, it may be treated as a paradigm shift in an individual’s life due may be to the voice of conscience and a sense of justice and fairness.. Overall, 8 2017 2017 UPSC MAINS GS PAPER I

95. [2019 Q1(a)] What are the basic principles of public life? Illustrate any three of these with suitable examples. (150 Words, 10 Marks)

Public life is an aspect of social life. Key points: Selflessness: It is characterized by low levels of self-centeredness and a low degree of importance given to the self.; Example: A municipal representative should not hesitate to get rid of any illegal religious structure if it is creating inconvenience to the public.; Honesty: Holders of public office have an obligation to declare any private interests relating to their public duties and to take remedial steps to resolve any conflicts arising in a way that protects the public interest.; Example: A public official is approached by a shady builder, who promises to give a large amount of money if he is given permission to construct an unnecessary footpath.; Ashok Khemka, an IAS officer who has been transferred about 50 times in his career because of his honesty towards service....

96. [2019 Q1(b)] What do you understand by the term ‘public servant’? Reflect on the expected role of a public servant? (150 Words, 10 Marks)

Public servants means any person employed by the government either directly through appointment or indirectly through election. Key points: Selflessness: The public servant has to keep welfare of the public and society above his/her own advantage.; Empathetic: The public servant should be able to understand the feelings and emotions of the public for creating a positive effect through his decisions and actions.; Moral

integrity: The civil servant should hold high morals and ethical beliefs while performing his role.; Resource Management: A public servant has to deal with the management of resources that are publicly owned in a way that enhances public trust.; Policy Formulation: A public servant is expected to formulate policies (if necessary) at their own spheres for better administration.; Regulation and Law Enforcement: A public servant is responsible for better regulation of public and other bodies...

97. [2019 Q2(a)] Effective utilization of public funds is crucial to meet development goals. Critically examine the reasons for under-utilization and mis-utilization of public funds and their implications. (150 Words, 10 Marks)

Public funds can be referred to as revenue raised by the government through taxation, fines and borrowings or external financing to meet several expenditure needs for the development of the nation. Key points: Corruption: The huge sum of money earmarked for public activities are snatched by officials and politicians in form of bribes.; Systemic Weaknesses: It demonstrated as shortage of trained, regular staff for several important roles like programme management, finance or accounts and frontline service provision; this contributed to weakening the capabilities of the government machinery in the States for implementation of Plan schemes.; Political Rivalry: Sometimes political class indulges in acts of vendetta where they do not cooperate in the release of funds to their opposition.; Diversion: The funds allocated for one activity is diverted to another to meet strict control over finances.; Red Tapism: Colonial...

98. [2019 Q2(b)] “Non-performance of duty by a public servant is a form of corruption”. Do you agree with this view? Justify your answer. (150 Words, 10 Words)

Corruption is one of the most prevalent ethical issues with which public servants are confronted. Key points: Acting Against the Order: A public servant is expected to follow the rules and regulations.; Example, a public servant, when ordered to evict illegal construction and failing to do so, will create a common perception that the official has taken a bribe to avoid eviction.; Misleading Public: Not doing duty is like hiding information from the public domain.; Unprofessional: Professionalism is one of the major features of a public official and one needs to maintain it at all levels.; Violating Basic Rights: All civil servants are entrusted with public duty for the welfare of the masses.; Example, a doctor willfully failing to hospital on time threatens the life of the patients or a teacher avoiding his duty not only endangers the...

99. [2019 Q3(a)] What is meant by the term ‘constitutional morality’? How does one uphold constitutional morality? (150 Words, 10 Marks)

According to Dr. Key points: Constitutional morality involves adherence to Constitutional principles of democracy like, commitment to liberty, Constitutional supremacy, parliamentary form of government and self restraint, rule of law, equality, etc.; Example: In Supreme Court’s Sabarimala verdict religious freedom, gender equality and the right of women to worship guaranteed under Article 14, 21 and 25 of the Constitution was reinstated which struck down the practice of banning entry of women of a certain age to the Sabarimala temple in Kerala as unconstitutional.; Constitutional morality here went against social morality that discriminates against women based on biological reasons like menstruation.; Criticising and raising voice against the unconstitutional practices.; Letting Constitutional morality guide the judicial decisions instead of popular morality, while interpreting the Constitution, Constitutional morality is being upheld.; Only our beliefs and actions for upholding constitutional values are...

100. [2019 Q3(b)] What is meant by “crisis of conscience”? How does it manifest itself in the public domain? (150 Words, 10 Marks)

Conscience is a person’s moral sense of right and wrong, viewed as a guide to one’s behaviour. Key points: Dilemmas: It is a situation in which a difficult choice has to be made between two or more alternatives.; Example: An IAS officer posted as SDM in a district has been ordered by the government to forcefully evict

squatters on government land.; Public Activism: It is the use of direct action, such as a demonstration or strike, in opposition to or support of a cause.; Example: An officer is trying hard to sanction a drinking water project for a residential area with poor population but there is ignorance on the part of concerned officials.; Whistle Blowing: It is the disclosure by a person, generally an employee, to the public or to those in authority, of mismanagement, corruption and illegality....

101. [2019 Q4(a)] Explain the basic principles of Citizen's Charter movement and bring out its importance. (150 Words, 10 Marks)

The Citizen's charter initiative is a response to the quest for solving the problems which a citizen encounters. Key points: Vision and mission statement of the organization.; Details of business transacted by the organization.; Details of grievance redressal mechanism.; Statements of services including standards, quality, timeframe, etc.; Quality: Improving the quality of services; Choice: Wherever possible must be allowed. Overall, as of now Citizen's Charter is mere a written, voluntary declaration by service providers about service standards, choice, accessibility, non-discrimination, transparency and accountability but it should be an effective tool to realize transparency and accountability for good governance.

102. [2019 Q4(b)] There is a view that the Official Secrets Act is an obstacle to the implementation of the Right to Information Act. Do you agree with this view? Discuss. (150 Words, 10 Marks)

The government has sought action against a newspaper and news agency under Official Secrets Act, 1923 for publishing classified documents related to India's deal to buy 36 Rafael jets from France. Key points: In case of conflict between these two laws, the provisions of the RTI Act will override those of the OSA.; The Section 22 of the RTI Act states that its provisions will have effect despite anything that is inconsistent with them in the OSA.; Under the Section 8(2) of the RTI Act, a public authority may allow access to information covered under the OSA, "if the public interest in disclosure outweighs the harm to the protected interests".; RTI under Section 24, mandates even security and intelligence organisations to disclose information on corruption and human rights violations.; Protects Corrupt Officials: The officials, who are responsible for...

103. [2019 Q5(a)] What do you understand by probity in governance? Based on your understanding of the term, suggest measures for ensuring probity in government. (150 Words, 10 Marks)

Probity is the quality of consistently having strong moral principles and strictly following them. Key points: It leads to wise and ethical outcomes and building of trust over time.; It provides an objective and independent view on the fairness in the process.; Avoids of sub-optimal outcomes, corruption and poor perception.; It helps in checking the misuse and abuse of power by several government agencies such as magistracy, police and other public service providers of e.g.; It is an important and vital requirement for an efficient and effective system of administration and for socio-economic development.; Need to promote e-governance (through the use of Information and Communication Technology) for transparency.. Overall, thus, Probity in governance is an uncompromised requirement for an efficient and effective system of governance and for socio economic development.

104. [2019 Q5(b)] "Emotional Intelligence is the ability to make your emotion work for you instead of against you." Do you agree with this view? Discuss. (150 Words, 10 Marks)

Emotional intelligence is the capability of a person to assess, manage and control one's own emotions as well as the emotions of others. Key points: High Self-regard: Good administrators have high self-regard.; Maintain Balance in Life: Good administrators maintain balance in their personal and professional lives.; Inspire a Shared Vision: As an administrator, he/ she must convince others that he/she understands what others need and have their best interests at heart.; Enable Others to Act: They enable others by fostering collaboration and building trust.; Challenge the Process: An emotionally intelligent administrator strives for a good

change.; our decision making: Recognize and name all feelings. Overall, nevertheless, identifying the root or emotional basis of your feelings will go a long way toward improving your decision making.

105. [2019 Q6] What do each of the following quotations mean to you? (a) “An unexamined life is not worth living.” - Socrates (150 Words, 10 Marks)

Socrates was a Greek philosopher and an advocate of virtue ethics. Key points: our life as ends and means involve raising questions like what is a life worth living etc. were essential to find problems with and limitations of the present state of living.; For me, it means that living simply i.e. following given goals of life through a chartered path is not a good way to live and shrinks the canvas of life.; One must basically enquire everything not to disrupt but to get clarity about good and bad in what one does usually.; It helps us in understanding what we do and why we do.; It adds more depth to our character as it makes us aware about our strengths and weaknesses.; Helps in understanding our true passion and purpose of life.. Overall, in contemporary times...

106. [2019 Q6(b)] “A man is but a product of his thoughts. What he thinks he becomes.” -M.K. Gandhi. (150 Words, 10 Marks)

It is said that, “thoughts are mirrors of our own mind”. Key points: Thoughts can be positive or negative.; Example: Nelson Mandela knew that forgiveness is better than retaliation.; Thinking negatively breeds hopelessness and pessimism.; Hitler was adamant that Jews were guilty for all the problems of Germany.; Thoughts influence behavior as well as the attitude, visible in actions.; An ethical behavior and regulation of actions emerge from the ethical thought process.. Overall, society needs to emphasize more on education as the inculcation of ethical thinking can produce individuals who act ethically, in so doing impacting society, nation and the world.

107. [2019 Q6(c)] “Where there is righteousness in the heart, there is beauty in the character. When there is beauty in the character, there is harmony in the home. When there is harmony in the home, there is order in the nation. When there is order in the nation, there is peace in the world.”- A.P.J. Abdul Kalam (150 Words, 10 Marks)

To me, this quote means that it is individual moral conduct that determines what kind of world we make. Key points: Righteousness: Righteousness, in human standards, is defined as “the quality of being morally true or justifiable.” It forms the foundation for any peaceful and prosperous society.; For example: In Hinduism, the path of righteousness(Dharma) is regarded as the ideal path or ultimate duty of every human being.; Enabling Peace: By the above quote, he lays down the path for enabling peace in a society.; For example: In Ancient India, Ashoka promoted the code of Dhamma in his empire, which was the set ideal social behaviour for promoting peace and enabling prosperity in the kingdom.; When individuals follow the righteous path, they are more likely to spread happiness to others and succeed in their personal endeavours.; Similarly, a...

108. [2019 Q7] You are heading the rescue operations in an area affected by severe natural calamity, thousands of people are rendered homeless and deprived of food, drinking water and other basic amenities. Rescue work has been disrupted by heavy rainfall and damage to supply routes. The local people are seeding with anger against the delayed limited rescue operations. When your team reaches the affected area, the people there heckle and even assault some of the team members. One of your team members is even severely injured. Faced with this crisis some team member pleads with you to call off the operations freeing threats to their life. In such trying circumstances, what will be your response? Examine the qualities of a public servant which will be required to manage the situations. (250 Words, 20 Marks)

This case demonstrates the leadership crisis. Key points: I, as the head of a rescue operation team.; Local people who are affected by natural calamity.; My immediate response will be to motivate the team to put rescue operations as the first priority.; Securing the lives of children, women and elderly will be my priority

because they are the ones who are most vulnerable.; Shifting dislocated people to a temporary arrangement.; Restoration of basic supplies like food, water and medicine by roping in Special Forces if needed.; Contacting superior authorities to update them about the situation, seeking guidance and asking for help.; Taking the help of civil society in rehabilitation.; Taking help from able bodied. Overall, compassion and support is the key to rescue people in problems.

109. [2019 Q8] Honesty and uprightness are the hallmarks of civil servants. Civil servants possessing these qualities are considered as a backbone of any strong organization. In the line of duty, they make various decisions, at times some become bonafide mistakes. As long as such decisions are not taken intentionally and do not benefit personally, the officer cannot be said to be guilty. Though such decisions may, at times, lead to unforeseen adverse consequences in the long term. In the recent past, a few instances have surfaced wherein civil servants have been implicated for bonafide mistakes. They have often been prosecuted and even imprisoned. These instances have greatly rattled the moral fiber of the civil servants. How does this trend affect the functioning of civil services? What measures can be taken to ensure that honest civil servants are not implicated for bonafide mistakes on their part? Justify your answer. (250 Words, 20 Marks)

This case study is about the day to day functioning of the civil servant that involves decision making on several issues and it also shows the risks involved in such decision making process. Key points: It basically discourages decision making.; When situations demand innovation and creative thinking on which laws silent or vague, immediate action is needed, precedents don't exist, officials are left confused about what to do.; All allegation of corrupt practices received as complaints against a civil servant should be examined in depth at the preliminary stage itself before initiating any inquiry.; In cases relating to allegations of corruption, open inquiries must be avoided immediately on the basis of complaints/source information.; The assessment of the results of enquiries should be done in a competent and fair manner.; Capacity building of the anti-corruption agencies can be assured through training and by associating with the required experts during enquiries.; The supervising authority in the investigating agencies should confirm that only those public servants are prosecuted against whom the evidence is compelling.; A special investigation unit can be linked to the Lokpal (Rashtriya Lokayukta), to investigate charges of corruption against investigative agencies.. Overall, the need is to segregate mistakes from conspiracy to protect the honest and punish the guilty.

110. [2019 Q9] An apparel manufacturing company having a large number of women employees was losing sales due to various factors. The company hired a reputed marketing executive, who increased the volume of sales within a short span of time. However, some unconfirmed reports came up regarding his indulgence in sexual harassment at the workplace. After sometime a woman employee launched a formal complaint to the management against the marketing executive about sexually harassing her. Faced with the companies' indifference, in not taking cognizance of her grievances, she lodged an FIR with the police. Realizing the sensitivity and gravity of the situation, the company called the women employee to negotiate. In that she was offered a hefty sum of money to withdraw the complaint and the FIR and also give in writing that the marketing executive is not involved in the case. Identify the ethical issues involved in this case. What options are available to the women employee? (250 Words, 20 Marks)

Case Summary: Alleged sexual harassment at workplace by a marketing executive, who is an important resource for the company. Key points: Apparel manufacturing company and its management.; Women employees from the sales team.; Newly hired marketing executive.; Legal authority or the Police.; Sexual harassment of women at workplace.; Abuse of power by marketing executives.; Missing proactiveness on the part of management to take suo moto cognizance of sexual misbehavior.; Non-responsive internal complaints mechanism.; Loss of integrity of the management.. Overall, bravado should not be her motivation but a cool headed method that seeks to eradicate this evil in society.

111. [2019 Q10] In a modern democratic polity, there is a concept of the political executive and permanent executive elected people's representatives form the political executive and bureaucracy form the permanent executive. Ministers frame policy decisions and bureaucrats execute these. In the initial decades after independence, the relationship between the permanent executives and the political executives were characterized by mutual understanding, respect, and cooperation, without encroaching upon each other's domain. However, in subsequent decades, the situation has changed. There are instances of the political executive insisting upon the permanent executives to follow its agenda. Respect for an appreciation of upright bureaucrats has declined. There is an increasing tendency among the political executive to get involved in routine administrative matters such as transfers, posting etc. Under this scenario, there is a definitive trend towards 'politicization of bureaucracy'. The rising materialism and acquisitiveness in social life has also adversely impacted upon the ethical values of both the permanent executive and the political executive. What are the consequences of this 'politicization of bureaucracy'? Discuss. (250 Words, 20 Marks)

In a democracy, power lies with the people. Key points: The spoils system has the tendency to turn into a system of nepotism, patronage and corruption.; Public policy is becoming complex day by day demanding detailed knowledge and expertise in public arena.; An impartial civil service is more likely to assess the long-term social payoffs of any policy whereas the political executive may have a tendency to look for short term political gain.; A permanent public service helps to ensure consistency in the administration and also acts as a unifying force in a vast and culturally diverse nation like India.; Civil service like is likely to evolve with an ethical basis for its functioning.; The concept of neutrality.; Appointments/Recruitment to the civil services.; Transfers and postings of civil servants.; Detrimental to moral fibre of bureaucrats: Even honest civil servants with political leanings have compulsion to take biased decisions in favour of one political group.. Overall, he must be rational, exemplary, and committed to the public cause.

112. [2019 Q11] In one of the districts of a frontier state, narcotics menace has been rampant. This has resulted in money laundering, mushrooming of poppy farming, arms smuggling and near stalling of education. The system is on the verge of collapse. The situation has been further worsened by unconfirmed reports that local politicians, as well as some senior police officers, are providing surreptitious patronage to the drug mafia. At that point of time a woman police officer, known for her skills in handling such situations is appointed as superintendent of police to bring the situation to normalcy. If you are the same police officer, identify the various dimensions of the crisis. Based on your understanding, suggest measures to deal with the crisis. (250 Words, 20 Marks)

Case Summary: One of the districts is on the verge of collapse because of several illegal activities and stalled education. Key points: Senior police officers and local politicians.; A newly appointed women police officer.; Society at large.; They are drug mafia, money launderers, arms dealers, politicians and police officers.; There is a loop in which the system has been caught.; Those who are responsible to deal with such crises are themselves involved.; There can also be a crisis of social institutions like family that propels; outh towards consumption of drugs and giving up education and some constructive work.; First of all, there should be stocktaking of the condition in detail to get a grassroots details of the problem.. Overall, what should drive me in my quest is public service. • There may also be lack of institutional support from border security agencies, political class, my colleagues in the police department etc. • Raising awareness itself is a long term task which may be frustrating in wake of limited of public enthusiasm.

113. [2019 Q12] In recent times, there has been an increasing concern in India to develop effective civil service ethics, code of conduct, transparency measures, ethics and integrity systems and anti-corruption agencies. In view of this, there is a need being felt to focus on three specific areas, which are directly relevant to the problems of internalizing integrity and ethics in the civil services. These are as follows: Anticipating specific threats to ethical standards and integrity in the civil services, Strengthening the ethical competence of civil servant and Developing administrative processes and practices which promote ethical values and

integrity in civil services. Suggest institutional measures to address the above three issues. (250 Words, 20 Marks)

In most countries today there are increasing expectations from ordinary citizens, business leaders and Civil Society that Governments will establish and deliver higher standards of ethicality and integrity in the Civil Service, agencies of government (Ministries and parastatals), and Government itself. Key points: Anticipating specific threats to ethics standards and integrity in the public sector.; Strengthening the ethical competence of civil servants, and strengthening mechanisms to support “professional ethics”.; Developing administrative practices and processes which promote ethical values and integrity.; Effective laws which require civil servants to give reasons for their official decisions, (for example: a Freedom of Information law).; Management approaches which encourage all public officials and civil servants to deal positively with corruption and unethical practice when they encounter it.; ‘Whistleblower’ protection law to protect appropriate ‘public interest disclosures’ of wrongdoing by officials.; Ethics audits to identify risks to the integrity of the most important processes (for example financial management, tendering, recruitment and promotion, dismissal and discipline).; New Human Resource Management strategies (which link, for example, ethical performance with entry and advancement, and ethical ‘under- performance’ with disciplinary processes), merit based promotion and recruitment, antidiscrimination protections.; Training and development in the content and rationale of Ethics Codes, the application of ethical management principles, the proper use of official power, and the requirements of professional responsibility.. Overall, 7 2018 2018 UPSC MAINS GS PAPER I

114. [2020 Q1(a)] Discuss the role of ethics and values in enhancing the following three major components of Comprehensive National Power viz. human capital, soft power (culture and policies) and social harmony. (150 Words, 10 Marks)

Comprehensive National Power can be defined as “degree of ability to mobilize and use strategic resources of a country to realize national objectives”. Key points: Human Capital: Human capital is the sum of intangible assets like, skills, education, abilities, qualities, etc of individuals or workers in a nation at a point of time that directly effect productivity.; Public Policies for the empowerment of all the sections of the society.; Enhancing cognition or cognitive abilities in humans through education or value-based learnings.; Building educated, healthy and skilled human beings.; Soft Power: The key principle of soft power is to solve conflicts with non-military means.; This means that we can use ethical values like, peace, culture, tolerance, respect for personal liberty, respect for multilateralism, etc to enhance our influence over other parts of the world.. Overall, aPJ Kalam said that...

115. [2020 Q1(b)] “Education is not an injunction, it is an effective and pervasive tool for all round development of an individual and social transformation”. Examine the New Education Policy, 2020 (NEP, 2020) in light of the above statement. (150 Words,

Nelson Mandela has rightly said that ‘Education is the most powerful weapon which one can use to change the world’. Key points: It will enhance cognitive abilities in humans through education or value-based learning.; The Policy aims for universalization of education and aims to bring many out of school children back into the mainstream through an open schooling system.; The current 10+2 system to be replaced by a new 5+3+3+4 curricular structure corresponding to ages 3-8, 8-11, 11-14, and 14-18; ears respectively.; ears under school curriculum, which has been recognized globally as the important stage for development of mental faculties of a child.; It lays emphasis on Foundational Literacy and Numeracy, extracurricular and vocational streams in schools; Vocational Education to start from Class 6 with Internships.. Overall, if implemented in its true vision, the new structure can bring...

116. [2020 Q2(a)] Hatred is destructive of a person’s wisdom and conscience that can poison a nation’s spirit. Do you agree with this view? Justify your answer. (150 Words, 10 Marks)

Hatred is a strong negative emotion or extreme emotional dislike that can drive oneself to extreme behaviours such as violence, murder, and war. Key points: Hatred produces energy for destructive power and the fission that actually ignites the explosion, which is driven by the intense hostility, fear, anger or sense of injury one feels.; Hatred reduces an individual's quality of making good judgements or having good experience and knowledge.; It further reduces an individual's quality of being wise.; Deprivation of Amenities: Victims of intolerance are found to be deprived of facilities and opportunities, thus excluding them from contributing to the overall development of the society and subsequently lose out on self-development too.; Curbing of Individual Freedom: Any form of illogical intolerance often leads to taking away individual freedom and rights.; Destruction of Social Harmony: because of the...

117. [2020 Q2(b)] What are the main components of emotional intelligence (EI)? Can they be learned? Discuss. (150 Words, 10 Marks)

Emotional Intelligence(EI) is the capability of a person to assess, manage and control one's own emotions as well as the emotions of others. Key points: Self-awareness: A person has a healthy sense of emotional intelligence and self-awareness if they understand their own strengths and weaknesses, as well as how their actions affect others.; Self-regulation: A person with high emotional intelligence has the ability to exercise restraint and control when expressing their emotions.; Motivation: People with high emotional intelligence are self-motivated, resilient, and driven by an inner ambition rather than being influenced by outside forces, such as money or prestige.; Empathy: It is an awareness of the needs and feelings of others both individually and in groups, and being able to see things from the point of view of others.; Social Skill: People who are emotionally intelligent are able...

118. [2020 Q3(a)] What teachings of Buddha are most relevant today and why? Discuss. (150 Words, 10 Marks)

The societies across the globe are facing serious issues ranging from moral and cultural degradation to religious conflicts, corruption, lack of food and water security, lack of economic opportunity and employment, environmental degradations etc. Key points: The Buddha stressed in his teachings that the way to extinguish desire, which causes suffering, is to liberate oneself from attachments like greed, desire, ignorance, delusion, hatred and destructive urges.; Buddha prescribed an eightfold path, the middle way for liberation.; Right action and livelihood can liberate society from corruption, it can ensure food and water security and will enhance economic opportunity and employment, giving way to prosperity for all.; Loving-kindness, a meditation practice, which brings about positive attitudinal changes as it systematically develops the quality of 'loving- acceptance'.; Right understanding and intention can open the path for knowledge and can liberate the...

119. [2020 Q3(b)] 'The will to power exists, but it can be tamed and be guided by rationality and principles of moral duty'. Examine this statement in the context of international relations. (150 Words, 10 Marks)

In today's globalised world, power is not exercised in isolation but rather it also has a moral duty attached to it. Key points: Rationality and principles of moral duty provides legitimacy or withdraws the legitimacy of the actions of governments.; For example: End of slavery although began with rebellions and revolutions,; et its ultimate demise at the global level was because of the loss of international sanction.; Similarly, the Soviet Union collapsed as the values that held it together were no longer credible and sustainable as the legitimacy of communism evaporated at the international level.; There have been many attempts at forging general agreement on the composition of human rights based on the principles of rights and responsibility— the best known being the Universal Declaration of Human Rights as well as the United Nations Charter, the Geneva Conventions...

120. [2020 Q4(a)] Distinguish between laws and rules. Discuss the role of ethics in formulating them. (150 Words, 10 Marks)

Laws can be defined as a system of rules enforceable by public authority requiring the members of a community to meet certain standards of conduct. Key points: et there is substantial difference between them, which are as follows; Applicability: Laws are generally applicable for an entire country or community except the exempted areas and exempted people.; Creation: In a democratic country, laws are made by the elected representatives or legislatures.; Consequence: Every citizen of a country must adhere to the laws framed by the legislature.; Nature and Scope: Laws are more strict in nature when compared with rules.; Ethics is the guiding light that defines sound moral conduct and practices that ought to be followed by the individuals.. Overall, in modern societies, the systems of law and rules are closely related to ethics in that they determine and...

121. [2020 Q4(b)] A positive attitude is considered to be an essential characteristic of a civil servant who is often required to function under extreme stress. What contributes to a positive attitude in a person? (150 Words, 10 Marks)

Attitude is a learned tendency to evaluate issues, events, people and situations in a particular way and determines our behaviour and action towards them. Key points: ou cope more easily with the daily affairs of life.; Positive and constructive thinking.; This frame of mind is conducive to creative thinking – it encourages to take calculated risks, necessary for innovation.; Motivation and energy to do things and accomplish goals.; An attitude of happiness.; Positive outlook towards society.. Overall, so, there is an urgent need to inculcate the right and positive attitude in them so that they won't look for an escape route.

122. [2020 Q5(a)] What are the main factors responsible for gender inequality in India? Discuss the contribution of Savitribai Phule in this regard? (150 Words, 10 Marks)

Gender inequality is an important ethical issue and is a social and cultural phenomenon in which there is discrimination against people because of their gender. Key points: Illiteracy: Illiteracy is one of the factors responsible for gender inequality.; According to the 2011 census of India, the literacy level in India is 65.38% in which the male literacy level is 82.14% and female literacy level is only 65.46%.; Child Marriage: Child specially the girls are married at a very; This proves fatal for their overall development and have a negative effect on their health, too.; Social Evils: Social evils like dowry, sexual abuse, domestic violence, etc., are also responsible for the low status of women.; Discrimination against Girl Child: The girl child is not treated properly in the family.. Overall, reducing inequality strengthens economies and builds stable, resilient societies...

123. [2020 Q5(b)] 'The current internet expansion has instilled a different set of cultural values which are often in conflict with traditional values.' Discuss. (150 Words, 10 Marks)

Culture is defined as shared behaviors, ideas, and artifacts that create a way of life passed from one generation to another. Key points: Materialism: The new value system which is developing through the expansion of the internet is promoting materialism whereas the traditional value system speaks about limited consumption as consumption was not considered to be a value.; Self-centric or Self-centeredness: The new value system is self-centric whereas the traditional value system was based on social consciousness.; Eccentric Behavior: Eccentric behavior is also attributed to expansion of the internet into rural areas.; Mental Health Challenges: Nowadays, it is often seen that the use of internet is leading to the opposite of feelings of connection, resulting in depression, anxiety, and loneliness, which are creating mental health challenges among adolescents.; Fragility in Relations: More often, virtual connectedness and fragility in...

124. [2020 Q6] What do each of the following quotations mean to you? (a) "Condemn none: if you stretch out a helping hand, do so. If not, fold your hands, bless brothers, and let them go their own way."- Swami

Vivekananda. (150 Words, 10 Marks)

The quote is about the values of leadership, absence of coercion and along with that it is also concerned with the empowerment of people. Key points: Everyone has their own ideas, path and progress method.; Every person has individualism and a unique soul.; If a person commits mistakes, then he has the free will to commit mistakes, it is not that he has to follow one's direction.; es, again we can make him/her aware of things, give suggestions but cannot condemn or commit mistakes.; If someone is following a different path which is not suggested, then we should still extend our helping hands and as Swami Vivekananda said, "helping hands are better than praying lips".; Along with that, we can give handholding and Altruism as a gesture of disinterested and selfless concern for the well-being of others.. Overall...

125. [2020 Q6(b)] "The best way to find yourself is to lose yourself in the service of others."-Mahatma Gandhi (150 Words, 10 Marks)

Mahatma Gandhi believes that the true core of a person is the part that is not selfish and which works for others. Key points: By providing service to others, we imbibe the value of empathy and help to establish emotional intelligence which in turn help in understanding one-self.; Providing service to others creates awareness and openness in our mind to new ideas, thoughts and also builds values like tolerance which helps them to accommodate different values to understand one-self.; For example: Aurangzeb was more self-centered about his religion and other activities whereas Akbar was service centered king.; There was more intolerance during the Aurangzeb regime and less tolerance in the Akbar regime.; For few people, serving others also gives inner satisfaction.; Covid-19 pandemic created havoc and widened inequality and it needs helping hands.. Overall, hence, the 4th...

126. [2020 Q8] The Chairman of Bharat Missiles Ltd (BML) was watching a program on TV wherein the Prime Minister was addressing the nation on the necessity of developing a self-reliant India. He subconsciously nodded in agreement and smiled to himself as he mentally reviewed BML's journey in the past two decades. BML had admirably progressed from producing first generation anti- tank guided missiles (ATGMs) to designing and producing state of the art ATGM weapon systems that would be the envy of any army. He sighed in reconciliation with his assumptions that the government would probably not alter the status quo of a ban on export of military weaponry. To his surprise, the very next day he got a telephone call from the Director General, Ministry of Defence, asking him to discuss the modalities of increasing BML production of ATGMs as there is a probability of exporting the same to a friendly country. The Director General wanted the Chairman to discuss the details with his staff in Delhi next week. Two days later, at a press conference, the Defence Minister stated that he aims to double the current weapons export levels within five years. This would give an impetus to financing the development and manufacturing of indigenous weapons in the country. He also stated that all indigenous arms manufacturing nations have a very good record of international arms trade. As the Chairman of BML, what are your views on the following points? a. As an arms exporter of a responsible nation like India, what are the ethical issues involved in the arms trade? (250 Words, 20 Marks)

Case Summary: It is given in the case, the Chairman of BML who believed the country would not export its state of art Anti Tank Guided Missile (ATGM) weapons. Key points: It impetus and boost to indigenous defence manufacturing and will lead to export of arms.; Chairman of BML and its employees; Society at large Ethical issues involved in the case; As an arm exporter of a responsible nation like India, he must ensure that the arms exported should not be used for any unethical conduct or should not cause any destruction.; India has always been an ardent supporter of multilateral nuclear disarmament and non- proliferation efforts.; Export of arms might create some kind of threat of international peace and security if the arms reach the wrong hands or terrorist groups.; He must also ensure that export of arms should not promote or trigger arm race.; It also needs to be taken care that the country (who imported arms from India) should not use it against its own people as it is the principle of International ethics especially human rights.; Economic interests of India

need to be taken into consideration as arms export helps to earn foreign exchange as well as its impetus and boost to indigenous defence manufacturing.. Overall, at the same time, as a responsible country, India would never engage in unethical; arms trade with foreign government having...

127. [2020 Q9] Rampura, a remote district inhabited by a tribal population, is marked by extreme backwardness and abject poverty. Agriculture is the mainstay of the local population, though it is subsistence due to the very small landholdings. There is insignificant industrial or mining activity. Even the targeted welfare programs have inadequately benefited the tribal population. In this restrictive scenario, the youth has begun to migrate to other states to supplement the family income. Plight of minor girls is that their parents are persuaded by labour contractors to send them to work in the Bt Cotton farms of a nearby state. The soft fingers of the minor girls are well suited for plucking the cotton. The inadequate living and working conditions in these farms have caused serious health issues for the minor girls. NGOs in the districts of domicile and the cotton farms appear to be compromised and have not effectively espoused the twin issues of child labour and development of the area. You are appointed as the District Collector of Rampura. Identify the ethical issues involved. Which specific steps will you initiate to ameliorate the conditions of minor girls of your district and to improve the overall economic scenario in the district. (250 Words, 20 Marks)

Case Summary: Rampura is a remote district, backward with tribal population, having poverty and locals are associated with subsistence agriculture. Key points: outh including minor girls to work with poor working conditions that affect the health of minor girls.; I, appointed as a district collector in Rampura.; Local population of Rampura.; Local Non Government Organizations (NGOs).; Corruption: Corruption is an ethical issue.; Neglect of Regional Development: It is a serious ethical issue because, because of the backwardness of the district and lack of will of the public servant or the concerned authority, the development of the region (Rampura district) gets neglected.; Child Labour: Here in this case, child labour is an ethical issue because child labour is prohibited under the Child Labour (Prohibition and Regulation) Act of 1986.; Exploitation of Labour: Labour are being exploited by employers or managers in several ways like, long working hours and forced overtime work with less wage.; Strictly Implement Child Labour Act: The Child Labour (Prohibition and Regulation) Act of 1986 designates a child as a person who has not completed their 14th. Overall, thus, in this way, the problems of the Rampura district will be resolved and this will also ensure and promote faster, sustainable and inclusive growth.

128. [2020 Q10] You are a municipal commissioner of a large city, having the reputation of a very honest and upright officer. A huge multipurpose mall is under construction in your city in which a large number of daily wage earners are employed. One night, during monsoons, a big chunk of the roof collapsed causing instant death of four labourers including two minors. Many more were seriously injured requiring immediate medical attention. The mishap resulted in a big hue and cry, forcing the government to institute an enquiry. Your preliminary enquiry has revealed a series of anomalies. The material used for the construction was of poor quality. Despite the approved building plans permitting only one basement, an additional basement has been constructed. This was overlooked during the periodic inspections by the building inspector of the municipal corporation. In your enquiry, you noticed that the construction of the mall was given the green signal despite encroaching on areas earmarked for a green belt and a slip road in the Zonal Master Plan of the city. The permission to construct the mall was accorded by the previous Municipal Commissioner who is not only your senior and well known to you professionally, but also a good friend. Prima facie, the case appears to be of a widespread nexus between officials of the Municipal Corporation and the builders. Your colleagues are putting pressure on you to go slow in the enquiry. The builder, who is rich and influential, happens to be a close relative of a powerful minister in the state cabinet. The builder is persuading you to hush up the matter, promising you a fortune to do so. He also hinted that if this matter is not resolved at the earliest in his favour there is somebody in his office who is waiting to file a case against you under the POSH

Act. Discuss the ethical issues involved in the case. What are the options available to you in this situation? Explain your selected course of action. (250 Words, 20 Marks)

Case Summary: As per the case, I am an honest and upright officer, currently municipal commissioner of a large city. Key points: I, as a municipal commissioner.; Builder of an under construction building.; Labour families, whose members lost their lives.; Previous Municipal commissioner.; Employee of Municipal commission.; Society at large.; Crony capitalism: An economic system characterized by close, mutually advantageous relationships between business leaders and government officials.; Violation of Building norms and Law: It is not ethical for someone (builder) to violate laws and roles.; Integrity, Impartiality and Non-partisanship: As I am supposed to take decisions based on integrity, impartiality, non partisanship.. Overall, this will also provide justice to the families of labour, who lost their lives and reposed faith in administration.

129. [2020 Q11] Parmal is a small but underdeveloped district. It has a rocky terrain that is not suitable for agriculture, though some subsistence agriculture is being done on small plots of land. The area receives adequate rainfall and has an irrigation canal flowing through it. Amria, its administrative centre, is a medium-sized town. It houses a large district hospital, an Industrial Training Institute and some privately owned skill training centres. It has all the facilities of a district headquarters. A trunk railway line passes approximately 50 kilometers from Amria. Its poor connectivity is a major reason for the absence of any major industry therein. The state government offers a 10 year tax holiday as an incentive to new industry. In 2010 Anil, an industrialist decided to take benefits to set up Amria Plastic Works (APW) in Noora village, about 20km from Amria. While the factory was being built, Anil hired the required key labour and got them trained at the skill training centres at Amria. This act of his made the key personnel very loyal to APW. APW started production in 2011 with the labour drawn fully from Noora village. The villagers were very happy to get employment near their homes and were motivated by the key personnel to meet the production targets with high quality. APW started making large profits, a sizeable portion of which was used to improve the quality of life in Noora. By 2016, Noora could boast of a greener village and a renovated village temple. Anil liaised with the local MLA to increase the frequency of the bus services to Amria. The government also opened a primary health care centre and primary school at Noora in buildings constructed by APW. APW used its CSR funds to set up women's self- help groups, subsidize primary education to the village children and procure an ambulance for use by its employeeed and the needy. In 2019, there was a minor fire in APW. It was quickly extinguished as fire safety protocols were in place in the factory. Investigations revealed that the factory had been using electricity in excess of its authorized capacity. This was soon rectified. The next year, due to nationwide lockdown, the requirement of production fell for four months. Anil decided that all employees would be paid regularly. He employed them to plant trees and improve the village habitat. APW had developed a reputation of high-quality production and a motivated workforce. Critically analyse the story of APW and state the ethical issues involved. Do you consider APW as a role model for the development of backward areas? Give reasons. (250 Words, 20 Marks)

A concise answer should define the key term in the question, explain the main arguments with examples, and end with a balanced conclusion.

130. [2020 Q12] Migrant workers have always remained at the socio-economic margins of our society, silently serving as the instrumental labour force of urban y And I was tasked to oversee the functioning of the district disaster relief force in your district. economics. The pandemic has brought them into national focus. On the announcement of a countrywide lockdown, a very large number of migrant workers decided to move back from their places of employment to their native villages. The non-availability of transport created its own problems. Added to this was the fear of starvation and inconvenience to their families. This caused, the migrant workers to demand wages and transport facilities for returning to their villages. Their mental agony was accentuated by multiple factors such as a sudden loss of livelihood, possibility of lack of food and inability to assist in harvesting their rabi crop due to not being able to reach home in time. Reports of

inadequate response of some districts in providing the essential boarding and lodging arrangements along the way multiplied their fears. You have learnt many lessons from this situation when you were tasked to oversee the functioning of the District Disaster Relief Force in your district. In your opinion what ethical issues arose in the current migrant crisis? What do you understand by an ethical caregiving state? What assistance can the civil society render to mitigate the sufferings of migrants in similar situations? (250 Words, 20 Marks)

Case Summary: y Migrant workers are serving as the instrumental labour force of urban economics. • because of countrywide lockdown, a large number of migrant labour decided to move to native village. Key points: Migrant workers are serving as the instrumental labour force of urban economics.; because of countrywide lockdown, a large number of migrant labour decided to move to native village.; Their mental agony was accentuated by multiple factors.; District Disaster Relief Force; I, as an official, was tasked to oversee the functioning of the District Disaster Relief Force in my district.; Society at large In my opinion, ethical issues arose in the current migrant crisis are; Lack of Empathy and Compassion: Sudden nationwide lockdown had impacted the migrant workers and the urban poor to the maximum.; Ethical duty of the State towards the citizen: The state in many ways failed to provide adequate services towards the need of migrant labour.; Food and Job Security: Though the government has given food. Overall, 6 2019 2019 UPSC MAINS GS PAPER I

131. [2021 Q3] What does each of the following quotations mean to you? (a) “Every work has got to pass through hundreds of difficulties before succeeding. Those that persevere will see the light, sooner or later.” - Swami Vivekananda. (10 Marks, 150 Words)

One is likely to face many challenges in life while pursuing goals or doing their work. Key points: Thomas Edison tried 2000 different materials in search of filament for the light bulb but failed.; Mahatma Gandhi pioneered the Indian freedom struggle.; The creator of Reliance, Dhirubhai Ambani, did not come from a wealthy family and had a humble upbringing.; Mary Kom is a five-time successive World Boxing champion who has overcome gender bias, poverty, the limitations of her small size, and the disadvantages of the small region to win the Olympic medal for boxing through her perseverance and determination.; Define and mention the advantages of inner peace.; Describe how inner peace can achieve outer peace and how one can develop inner peace.. Overall, it will also help to restore the district's river's ecological wealth. • Officials who are...

132. [2021 Q8] You are Vice Principal of a degree college in one of the middle – class towns. Principal has recently retired, and management is looking for his replacement. There are also feelers that the management may promote you as Principal. In the meantime, during annual examination the flying squad came from the university caught two students red-handed involving in unfair means. A senior lecturer of the college was personally helping these students in this act. This senior lecturer also happens to be close to the management. One of the students was son of a local politician who was responsible in getting college affiliated to the present reputed university. The second student was son of a local businessman who has donated maximum funds for running of the college. You immediately informed the management regarding this unfortunate incident. The management told you to resolve the issue with flying squad at any cost. They further said that such incident will not only tarnish the image of the college but also the politician and businessman are very important personalities for the functioning of the college. You were also given hint that your further promotion to Principal depends on your capability in resolving this issue with flying squad. In the meantime, you were intimidated by your administrative officer that certain members of the student union are protesting outside the college gate against the senior lecturer and the students involved in this incident and demanding strict action against defaulters. (a) Discuss the ethical issues involved in the case. (b) Critically examine the options available with you as Vice Principal. What option will you adopt and why? (20 Marks, 250 Words)

Stakeholders: y Self as vice principal • College management • Senior lecturer • Students Protesting • Flying squad Ethical issues involved: y Professional duty vs personal gains • Order of management and image of college vs justice to other honest students • Fund and affiliation for college vs voice of protesting students Options: y 1st Option: Follow management's orders and reach an agreement by concealing the truth from the flying squad. • 2nd Option: Demonstrate to management your inability to deal with the flying squad. • 3rd Option: Refuse to support an illegal act and tell the truth to the flying squad. Key points: Flying squad Ethical issues involved; Professional duty vs personal gains; Order of management and image of college vs justice to other honest students; Fund and affiliation for college vs voice of protesting students Options; 1st Option: Follow management's orders and reach an agreement by concealing the truth from the flying squad.; 2nd Option: Demonstrate to management; our inability to deal with the flying squad.; 3rd Option: Refuse to support an illegal act and tell the truth to the flying squad.; By maintaining my professional integrity, I set a good example for both students, senior lecturers, and management.. Overall, justification for 3rd option: y As a vice principal, I chose the third option to maintain my professional integrity, which may jeopardise my current personal gains but will...

133. [2021 Q9] An elevated corridor is being constructed to reduce traffic congestion in the capital of a particular state. You have been selected as project manager of this prestigious project on your professional competence and experience. The deadline is to complete the project in next two years by 20 June, 2021, since this project is to be inaugurated by the Chief Minister before the elections are announced in the second week of July 2021. While carrying out the surprise inspection by inspecting team, a minor crack was noticed in one of the piers of the elevated corridor possibly due to poor material used. You immediately informed the chief engineer and stopped further work. It was assessed by you that minimum three piers of the elevated corridor have to be demolished and reconstructed. But this process will delay the project minimum by four to six months. But the chief engineer overruled the observation of inspecting team on the ground that it was a minor crack which will not in any way impact the strength and durability of the bridge. He ordered you to overlook the observation of inspecting team and continue working with same speed and tempo. He informed you that the minister does not want any delay as he wants the chief Minister to inaugurate the elevated corridor before the elections are declared. Also informed you that the contractor is far relative of the minister, and he wants him to finish the project. He also gave you hint that your further promotion as additional chief engineer is under consideration with the ministry. However, you strongly felt that the minor crack in the pier of the elevated corridor will adversely affect the health and life of the bridge and therefore it will be very dangerous not to repair the elevated corridor. (a) Under the given conditions, what are the options available to you as a project manager? (b) What are the ethical dilemmas being faced by the project manager? (c) What are the professional challenges likely to be faced by the project manager and his response to overcome such challenges? (d) What can be the consequences of overlooking the observation raised by the inspecting team? (20 Marks, 250 Words)

(a) Options available to me as the project manager are as under: y Option 1: I have the option of continuing with the work because my superior, the chief engineer, has overruled the inspection team's findings. • Option 2: I can conduct additional research into the issue and bring it to the attention of senior political leaders or the CM himself. • Option 3: Because I believe the project's quality is compromised and have expressed my concerns to my superiors, I can request my removal from the project to avoid liability in the event of a contingency. (b) Ethical dilemma faced by the project manager are as under: y Personal interest vs. public interest: While moving forward with the project will guarantee a promotion, it may jeopardise the lives of many citizens. • Ends vs. means: While moving forward with the project will meet the end goal of a timely inauguration and my promotion, it will degrade the purity of the means involved. • Cost vs. quality of service.: While demolishing the three pillars will increase the project's cost and time overrun, especially if approved by the chief engineer, continuing will compromise the quality- of-service delivery. • Administrative

ethics vs. work efficiency: While the project manager will be praised for his efficiency in completing the project on time, it will jeopardise his administrative ethics. (c) Professional challenges likely to be...

134. [2021 Q10] The coronavirus disease (CoVID-19) pandemic has quickly spread to various countries. As on May 8th, 2020, in India 56342 positive cases of corona had been reported. India with a population of more than 1-35 billion had difficulty in controlling the transmission of coronavirus among its population. Multiple strategies became necessary to handle this outbreak. The Ministry of Health and Family Welfare of India raised awareness about this outbreak and to take all necessary actions to control the spread of COVID-19. Indian Government implemented a 55- day lockdown throughout the country to reduce the transmission of the virus. Schools and colleges had shifted to alternative mode of teaching- learning- evaluation and certification. Online mode became popular during these days. India was not prepared for a sudden onslaught of such a crisis due to limited infrastructure in terms of human resource, money and other facilities needed for taking care of this situation. This disease did not spare anybody irrespective of caste, creed, religion on the one hand and have and have not' on the other. Deficiencies in hospital beds, oxygen cylinders, ambulances, hospital staff and crematorium were the most crucial aspects You are a hospital administrator in a public hospital at the time when coronavirus had attacked large number of people and patients were pouring into hospital day in and day out. (a) What are your criteria and justification for putting your clinical and non-clinical staff to attend to the patients knowing fully well that it is highly infectious disease and resources, and infrastructure are limited? (b) If yours is a private hospital, whether your justification and decision would remain same as that of a public hospital? (25 Marks, 250 Words)

(a) If I were the hospital's administrator, I would assign my clinical and non-clinical staff to the patient based on the considerations and arguments listed below: y First and first, and most significantly, I would set up rigid rules mandating that no one work on hospital property without a mask and facial protection. Key points: First and first, and most significantly, I would set up rigid rules mandating that no one work on hospital property without a mask and facial protection.; Both clinical and non-clinical staff members at the hospital would be required to wear personal protection equipment (PPE).; The importance of routinely sanitising the hospital grounds must be emphasised.; Under the programme, any staff employees who contract the virus, whether clinical or non-clinical, as well as their families, will be given free medical care.; I would strongly urge the state government to provide social security benefits to the facility's staff if it were a public hospital.; Patients' relatives who degrade or otherwise violate the dignity of hospital staff members—both clinical and non-clinical—will be subject to harsh disciplinary action.; because of their increased susceptibility to the virus, employees with other conditions including diabetes or high blood pressure must be granted compensated time off.; With the aforementioned requirements and guidelines in place, I will make sure that each employee is effectively carrying out their duties and abiding by medical ethics...

135. [2021 Q11] A Reputed food product company based in India developed a food product for international market and started exporting the same after getting necessary approvals. The company announced this achievement and also indicated that soon the product will be made available for the domestic consumers with almost same quality and health benefits. Accordingly, the company got its product approved by the domestic competent authority and launched the product in Indian market. The company could increase its market share over a period of time and earned substantial profit both domestically and internationally. However, the random sample test conducted by inspecting team found the product being sold domestically in variance with the approval obtained from the competent authority. On further investigation, it was also discovered that the food company was not only selling products which were not meeting the health standard of the country but also selling the rejected export products in the domestic market. This episode adversely affected the reputation and profitability of the food company. (a) What action do you visualise should be taken by the competent authority against the food company for violating the laid down domestic food standard and selling rejected export products in domestic market? (b) What course of action is available with

the food company to resolve the crisis and bring back its lost reputation? (c) Examine the ethical dilemma involved in the case. (20 Marks, 250 Words)

Key stakeholders in this scenario: y Company: Breach of contract that put public health at risk. • Competent Authority. • The general populace, who suffers from subpar food quality. (a) I have the following choices as the relevant authority: To take decisive action against the business, levying severe fines and penalising transgressions in line with the law, as the business: y First, it violated the requirements for getting clearances that were outlined in its prospectus. • As a result, it is unlawful to deceive the government by hiding the truth or tasks that will eventually be contracted. • Second, it broke its promise to the general public in the home market by making an announcement. • The general population has been the victim of this crime. • Top authorities should face criminal charges based on a graduated response based on the public health repercussions, such as carcinogenic or genetic impacts, effects on children, etc. • Until it is examined and reapproved, revoke the permission to sell both locally and abroad. • This will help safeguard the nation's standing as a source and encourage adherence to legal requirements. (b) The company can take the following actions to fix the situation and recover its reputation: y Changes in quality control governance that involve a direct line of communication between senior management and the production floor can improve quality standards. • Genuine apology...

136. [2021 Q12] Pawan is working as an officer in the State Government for the last ten years. As a part of routine transfer, he was posted to another department. He joined in a new office along with five other colleagues. The head of the office was a senior officer conversant with the functioning of the office. As a part of general inquiry, Pawan gathered that his senior officer carries the reputation of being difficult and insensitive person having his own disturbed family life. Initially, all seem to go well. However, after some time Pawan felt that the senior officer was belittling him and at times unreasonable. Whatever suggestions given or views expressed by Pawan in the meetings were summarily rejected and the senior officer would express displeasure in the presence of others. It became a pattern of boss's style of functioning to show him in bad light highlighting his shortcomings and humiliating publicly. It became apparent that though there are no serious work-related problems/ shortcomings, the senior officer was always on one pretext or the other and would scold and shout at him. The continuous harassment and public criticism of Pawan resulted in loss of confidence, self-esteem, and equanimity. Pawan realised that his relations with his senior officer are becoming more toxic and due to this, he felt perpetually tensed, anxious, and stressed. His mind was occupied with negativity and caused him mental torture, anguish, and agony. Eventually, it badly affected his personal and family life. He was no longer joyous, happy, and contented even at home. Rather without any reason he would lose his temper with his wife and other family members. The family environment was no longer pleasant and congenial. His wife who was always supportive to him also became a victim of his negativity and hostile behaviour. Due to harassment and humiliation suffering by him in the office, comfort and happiness virtually vanished from his life. Thus, it damaged his physical and mental health. (a) What are the options available with Pawan to cope with the situation? (b) What approach Pawan should adopt for bringing peace, tranquillity and congenial environment in the office and home? (c) As an outsider, what are your suggestions for both boss and subordinate to overcome this situation and for improving the work performance, mental and emotional hygiene? (d) In the above scenario, what type of training would you suggest for officers at various levels in the government offices? (20 Marks, 250 Words)

(a) The following options are available to Pawan for handling the circumstance: y Resign from your current position: This is a cowardly and escapism-filled action. Key points: our current position: This is a cowardly and escapism-filled action.; Take a leave of absence from work: While this will temporarily relieve Pawan, he will still have difficulties upon his return.; Request a transfer to another department: Pawan has minimal control over this administrative choice.; Ignore his boss at work: Coordination and quality of work will suffer.; For a while, Pawan can try to be nice with his seniors, but if it doesn't work out, he can look into alternative possibilities.; Anyone's overall development and a healthy life depend on their level of emotional

intelligence.; oga and meditation.; For emotional well-being, family engagement and conversation are essential.; The top official must endure harsh penalties if the committee finds him guilty after conducting a thorough investigation to set a good example of professionalism.. Overall, 5 2020 2020 UPSC MAINS GS PAPER I

137. [2022 Q3(a)] Ethics is knowing the difference between what you have the right to do and what is right to do.'-Potter Stewart. (150 Words, 10 Marks)

Introduction Potter Stewart's quote on ethics emphasizes the distinction between what is legally permissible and what is morally right. Key points: Potter Stewart's quote on ethics emphasizes the distinction between what is legally permissible and what is morally right.; While rights represent legal entitlements, ethics goes beyond legality and encompasses values and principles that govern human conduct.; It may be legal for a company to maximise profits by exploiting workers, but it would be ethically wrong as it compromises their well-being.; Ethical dilemmas often arise when one's rights clash with the greater good or the interests of others.; The right to privacy may conflict with the ethical obligation to protect public safety in certain situations.; Ethical decision-making is influenced by an individual's conscience and cultivation of virtues like honesty, empathy, and compassion.. Overall, the joint efforts of fathers...

138. [2022 Q3(c)] "Judge your success by what you had to give up in order to get it." Dalai Lama. (Answer in 150 words)

The Dalai Lama's quote challenges the conventional notion of success, urging individuals to assess their achievements based on the sacrifices made to attain them. Key points: Success often requires giving up material comforts, leisure time, or financial security to pursue ambitious goals.; An entrepreneur may sacrifice personal expenses to invest in their business, leading to financial success.; Achieving success may demand dedication and hard work, which could effect personal relationships and leisure activities.; A student preparing for competitive exams may sacrifice social outings to focus on studies, leading to academic success.; True success involves upholding one's principles and not compromising on ethical standards.; A professional refusing to engage in dishonest practices may face challenges, but their integrity contributes to a sense of personal success.. Overall, some suggested strategies include the deployment of intermediaries, ensuring services are demand-driven, focusing...

139. [2022 Q4(b)] Online methodology is being used for day- to-day meetings, institutional approvals in the administration and for teaching and learning in education sector to the extent telemedicine in the health sector is getting popular with the approvals of the competent authority. No doubt it has advantages and disadvantages for both the beneficiaries and the system at large. Describe and discuss the ethical issues involved in the use of online method particularly to vulnerable sections of society. (Answer in 150 words)

The widespread use of online methodologies in several sectors, including administration, education, and healthcare, has brought both advantages and ethical challenges. Key points: Discuss several ethical issues that arise in the context of a war such as respect for sovereignty, just cause, proportionality, non- combatant immunity, responsibility of the international community, propaganda and misinformation, and post-war justice and reconciliation.; Emphasize the need for ethical considerations in the actions of the warring parties and the international community.; Respect for Sovereignty: Every country has the right to self-determination and territorial integrity.; Just Cause: A central question is whether the war is fought for a just cause.; Proportionality: Even in a justified war, the harm caused by warfare must be proportional to the benefits expected.; Discrimination or Non-combatant Immunity: International humanitarian law demands a clear distinction between combatants and non- combatants.....

140. [2022 Q7] Prabhat was working as Vice President (Marketing) at Sterling Electric Ltd., a reputed multinational company. But presently the company was passing through the difficult times as the sales were

continuously showing a downward trend in the last two quarters. His division, which hitherto had been a major revenue contributor to the company's financial health, was now desperately trying to procure some big government order for them. But their best efforts did not yield any positive success or breakthrough. His was a professional company and his local bosses were under pressure from their London-based HO to show some positive results. In the last performance review meeting taken by the Executive Director (India Head), he was reprimanded for his poor performance. He assured them that his division is working on a special contract from the Ministry of Defence for a secret installation near Gwalior and tender is being submitted shortly. He was under extreme pressure and he was deeply perturbed. What aggravated the situation further was a warning from the top that if the deal is not clinched in favour of the company, his division might have to be closed and he may have to quit his lucrative job. There was another dimension which was causing him deep mental torture and agony. This pertained to his personal precarious financial health. He was a single earner in the family with two school- college going children and his old ailing mother. The heavy expenditure on education and medical was causing a big strain to his monthly pay packet. Regular EMI for housing loans taken from banks is unavoidable and any default would render him liable for severe legal action. In the above backdrop, he was hoping for some miracle to happen. There was a sudden turn of events. His Secretary informed that a gentleman Subhas Verma wanted to see him as he was interested in the position of Manager which was to be filled by him in the company. He further brought to his notice that his CV has been received through the office of the Minister of Defence. During the interview of the candidate-Subhash Verma, he found him technically sound, resourceful and an experienced marketeer. He seemed to be well-conversant with tendering procedures and having a knack of follow-up and liaising in this regard Prabhat felt that he was a better choice than the rest of the candidates who were recently interviewed by him in the last few days. Subhash Verma also indicated that he was in possession of the copies of the bid documents that the Unique Electronics Ltd. would be submitting the next day to the Defence Ministry for their tender. He offered to hand over those documents subject to his employment in the company on suitable terms and conditions. He made it clear that in the process, the Sterling Electric Ltd. could outbid their rival company and get the bid and hefty Defence Ministry order. He indicated that it will be a win-win situation for both-him and the company. Prabhat was absolutely stunned. It was a mixed feeling of shock and thrill. He was uncomfortable and perspiring. If accepted, all his problems would vanish instantly and he may be rewarded for securing the much awaited tender and thereby boosting the company's sales and financial health. He was in a fix as to the future course of action. He was wonder-struck at the guts of Subhash Verma in having surreptitiously removing his own company papers and offering to the rival company for a job. Being an experienced person, he was examining the pros and cons of the proposal/situation and he asked him to come the next day. (a) Discuss the ethical issues involved in the case. (b) Critically examine the options available to Prabhat in the above situation. (b) Options available to Prabhat: Option Merits Demerits Prabhat could save his job and the division, potentially receiving a reward from his company. Accept Verma's offer Prabhat would be employing a qualified and experienced candidate. Reject Verma's offer but hire him based on his qualifications This would demonstrate Prabhat's integrity and adherence to ethical business practices. Report Verma's offer to his superiors or to Unique Electronics Ltd. (c) Which of the above would be the most appropriate for Prabhat and why? (250 words, 20 Marks)

(a) Ethical issues involved in the case: y Conflict of Interest: Subhash Verma's offer represents a clear conflict of interest. Key points: (a) Ethical issues involved in the case; Conflict of Interest: Subhash Verma's offer represents a clear conflict of interest.; Unfair Competition: Prabhat is being offered an opportunity to gain an unfair competitive advantage.; Pressures Leading to Unethical Decision: The immense pressure Prabhat is under, both professionally and personally, could lead him to make unethical decisions that may be detrimental to his professional integrity and the company's reputation.; Breach of Confidentiality: Verma has violated his duty to protect his current employer's proprietary information.; The most ethical and appropriate option for Prabhat is to reject Verma's offer and report the situation to his superiors or directly to Unique Electronics Ltd.; This course of action would uphold the principles of fair competition and ethical

business practices.; Although this choice might not provide an immediate solution to Prabhat's professional and personal problems, it could potentially safeguard his professional reputation and the reputation of Sterling Electric Ltd.; Prabhat could continue looking for other ethical ways to improve his division's sales and secure his position.. Overall, his decision could also encourage a culture of ethical conduct within his company, promoting trust and respect among employees, customers, and competitors.

141. [2022 Q8] Ramesh is State Civil Services Officer who got the opportunity of getting posted to the capital of a border State after rendering 20 years of service. Ramesh's mother has recently been detected cancer and has been admitted in the leading cancer hospital of the city. His two adolescent children have also got admission in one of the best public schools of the town. After settling down in his appointment as Director in the Home Department of the State, Ramesh got confidential report through intelligence sources that illegal migrants are infiltrating in the State from the neighbouring country. He decided to personally carry out surprise check of the border posts along with his Home Department team. To his surprise, he caught red-handed two families of 12 members infiltrated with the connivance of the security personnel at the border posts. On further inquiry and investigation, it was found that after the migrants from neighbouring country infiltrate, their documentation like Aadhaar Prabhat is still left without a solution for the failing sales of his division, and he might lose a potentially good candidate. Card, Ration Card and Voter Card are also forged and they are made to settle down in a particular area of the State. Ramesh prepared the detailed and comprehensive report and submitted it to the Additional Secretary of the State. However, he has summoned by the Additional Home Secretary after a week and was instructed to withdraw the report. The Additional Home Secretary informed Ramesh that the report submitted by him has not been appreciated by the higher authorities. He further cautioned him that if he fails to withdraw the confidential report, he will not only be posted out from the prestigious appointment from the State capital but his further promotion which is due in near future will also get in jeopardy. (a) What are the options available to Ramesh as the Director of the Home Department of the bordering State? (b) What option should Ramesh adopt and why? (c) Critically evaluate each of the options. (d) What are the ethical dilemmas being faced by Ramesh? (e) What policy measures would you suggest to combat the menace of infiltration of illegal migrants from the neighbouring country? (250 words, 20 Marks)

(a) Options available to Ramesh: 1. Key points: (a) Options available to Ramesh; Withdraw the report as instructed by the Additional Home Secretary.; Refuse to withdraw the report and face the potential consequences.; Approach higher authorities or other stakeholders about the issue.; Leak the report to the press or an investigative journalism outlet. (b) Option Ramesh should adopt: Ramesh should refuse to withdraw the report.; Withdraw the report: This would maintain Ramesh's professional standing and ensure his promotion.; Refuse to withdraw the report: This would uphold Ramesh's integrity and commitment to his duties.; Approach higher authorities or stakeholders: This might lead to a thorough investigation and possible correction of the problem, maintaining Ramesh's integrity.; Leak the report to the media: This could force the issue into public discussion and lead to actions to address the problem.. Overall, it could also be seen as a breach of professional protocol. (d) Ethical dilemmas faced by Ramesh: y Personal vs Professional: Ramesh is torn between his professional duty to uphold justice and law and the personal needs of his ailing mother and children's education. • Loyalty vs Integrity: His loyalty to his superiors and the department is at odds with his personal integrity and his duty to the public. (e) Policy measures to combat the menace of infiltration of illegal migrants: • Strengthen border security: Invest in better surveillance technology, more personnel, and...

142. [2022 Q9] The Supreme Court has banned mining in the Aravalli Hills to stop degradation of the forest cover and to maintain ecological balance. However, the stone mining is still prevalent in the border district of the affected State with connivance of certain corrupt forest officials and politicians. Young and dynamic SP who was recently posted in the affected district promised to himself to stop this menace. In one of his surprise checks with his team, he found loaded truck with stone trying to escape the mining area. He tried to

stop the truck but the truck driver overran the police officer, killing him on the spot and thereafter managed to flee. Police filed FIR but no breakthrough was achieved in the case for almost three months. Ashok who was the Investigative Journalist working with leading TV channel, suo moto started investigating the case. Within one month, Ashok got breakthrough by interacting with local people, stone mining mafia and government officials. He prepared his investigative story and presented to the CMD of the TV channel. He exposed in his investigative report the complete nexus of stone mafia working with blessing of corrupt police and civil officials and politicians. The politician who was involved in the mafia was no one else but local MLA who was considered to be very close to the Chief Minister. After going through the investigative report, the CMD advised Ashok to drop the idea of making the story public through electronic media. He informed that the local MLA was not only the relative of the owner of the TV channel but also had unofficially 20 percent share in the channel. The CMD further informed Ashok that his further promotion and hike in pay will be taken care of in addition the soft loan of 10 lakhs which he has taken from the TV channel for his son's chronic disease will be suitably adjusted if he hands over the investigative report to him. (a) What are the options available with Ashok to cope up with the situation? (b) Critically evaluate/examine each of the options identified by Ashok. (c) What are the ethical dilemmas being faced by Ashok? (d) Which of the options, do you think, would be the most appropriate for Ashok to adopt and why? (e) In the above scenario, what type of training would you suggest for police officers posted to such districts where stone mining illegal activities are rampant? (250 words, 20 Marks)

(a) Options available to Ashok: 1. Key points: (a) Options available to Ashok; Comply with the CMD's advice, hand over the investigative report, and not expose the corruption.; Refuse the CMD's advice, and make the investigative report public through a different media outlet or through social media.; Submit the evidence and findings of the investigation to law enforcement agencies or anti-corruption bodies.; Confront the involved politician and try to persuade him to end the illegal mining activities. (b) Evaluation of the options; Comply with the CMD's advice: This would ensure Ashok's job security, promotion, and financial relief concerning his son's medical loan.; Refuse the CMD's advice, and make the report public through a different outlet: This action would uphold Ashok's journalistic integrity and could force authorities to address the issue.; Submit the evidence to law enforcement or anti-corruption bodies: This would ensure that the evidence is given to the authorities and potentially initiate an official investigation.; Confront the involved politician: This could potentially lead to a resolution if the politician responds positively.. Overall, they should understand how to identify and investigate such activities. • Community Interaction: Officers should be trained in community policing techniques, learning to build trust and rapport with local residents who can provide information on illegal activities. • Self-Defense and Emergency Response: Given the violence that can be associated with such illegal activities, officers should...

143. [2022 Q10] You have done MBA from a reputed institution three years back but could not get campus placement due to COVID-19 generated recession. However, after a lot of persuasion and a series of competitive tests including written and interview, you managed to get a job in a leading shoe company. You have ageing parents who are dependent and staying with you. You also recently got married after getting this decent job. You were allotted the Inspection Section which is responsible for clearing the final product. In the first year, you learnt your job well and was appreciated for your performance by the management. The company is doing good business for the last five years in the domestic market and this year it is even decided to export to Europe and Gulf countries. However, one large consignment to Europe was rejected by their Inspecting Team due to certain poor quality and was sent back. The top management ordered that this consignment to be cleared for the domestic market. As a part of the Inspecting Team, you observed the glaring poor quality and brought to the knowledge of the Team Commander. However, the top management advised all the members of the team to overlook these defects as the management cannot bear such a huge loss. Rest of the team members except you promptly signed and cleared the consignment for the domestic market, overlooking glaring defects. You again brought to the knowledge of the Team Commander that such

consignment, if cleared even for the domestic market, will tarnish the image and reputation of the company and will be counter-productive in the long run. However, you were further advised by the top management that if you do not clear the consignment, the company will not hesitate to terminate your services citing certain innocuous reasons. (a) Under the given conditions, what are the options available to you as a member of the Inspecting Team? (b) Critically evaluate each of the options listed by you. (c) What option would you adopt and why? (d) What are the ethical dilemmas being faced by you? (e) What can be the consequences of overlooking the observations raised by the Inspecting Team? (250 words, 20 Marks)

Stakeholders involved in the given case: y MBA Graduate (Employee): The MBA graduate, who secured the job in the Inspection Section, is a important stakeholder. Key points: Stakeholders involved in the given case; MBA Graduate (Employee): The MBA graduate, who secured the job in the Inspection Section, is a important stakeholder.; Top Management: The top management of the leading shoe company holds major power and authority.; Inspecting Team Members: The other members of the Inspecting Team are stakeholders with interests in job security and conformity to the management's directives.; Customers: The company's customers are essential stakeholders with interests in receiving high- quality products.; Company Shareholders: Shareholders invest in the company with the expectation of returns on their investment.; Dependent Family Members (Elderly Parents and Spouse): The employee's dependent family members are stakeholders with interests in their well-being, financial stability, and job security.; Domestic and International Markets: The markets where the company sells its products are stakeholders with interests in the quality and reputation of the brand.; Competitors: Competing shoe companies are stakeholders with interests in the market dynamics, potential market share gains, and the reputation of their own brands compared to the leading shoe company.. Overall, while the decision may come with immediate challenges, the potential benefits of upholding ethical principles outweigh the short-term consequences.

144. [2022 Q11] Rakesh was working as a Joint Commissioner in the Transport department of a city. As a part of his job profile, among others, he was entrusted with the task of overseeing the control and functioning of the City Transport Department. A case strike by drivers' union of the City Transport Department over the issue of compensation to a driver who died on duty while driving the bus came up before him for decision in the matter. He gathered that the driver (deceased) was plying Bus No. 528 which passed through busy and congested roads of the city. It so happened that near an intersection on the way, there was an accident involving a middle-aged man. It was found that there was an altercation between the driver and the car driver. Heated arguments between them led to a fight and the driver gave him a blow. Lot of passersby had gathered and tried to intervene but without success. Eventually, both of them were badly injured and profusely bleeding and were taken to the nearby hospital. The driver succumbed to the injuries and could not be saved. The middle-aged driver's condition was also critical but after a day, he recovered and was discharged. Police had immediately come to the spot and an FIR was registered. Police investigation revealed that the quarrel was started by the bus driver and he had resorted to physical violence. There was an exchange of blows between them. The City Transport Department management is considering not giving any extra compensation to the driver's (deceased) family. The family is very aggrieved, depressed and agitated against the discriminatory and non-sympathetic approach of the City Transport Department management. The bus driver (deceased) was 52 years of age, was survived by his wife and two school-college going daughters. He was the sole earner of the family. The City Transport Department workers' union took up this case and when found no favourable response from the management, decided to go on strike. The union's demand was two fold. First was full extra compensation as given to other drivers who died on duty and secondly employment to one family member. The strike has continued for 10 days and the deadlock remains. (a) What are the options available to Rakesh to meet the above situation? (b) Critically examine each of the options identified by Rakesh (c) What are the ethical dilemmas being faced by Rakesh? (d) What course of action would Rakesh adopt to diffuse the above situation? (250 words, 20 Marks)

In the given scenario, the stakeholders involved are as follows: y Deceased Driver's Family: The wife and two school-college going daughters of the deceased bus driver are directly impacted stakeholders. Key points: Deceased Driver's Family: The wife and two school-college going daughters of the deceased bus driver are directly impacted stakeholders.; City Transport Department Management: The management of the City Transport Department is responsible for making decisions regarding compensation and benefits for employees and their families.; Drivers' Union: The workers' union representing the drivers is a major stakeholder.; City Transport Department Employees: Other employees of the City Transport Department are indirectly affected stakeholders.; City Residents and Commuters: The general public and commuters who rely on the City Transport Department's services are stakeholders.; Local Authorities and Government: Local authorities and government officials may be stakeholders as the situation involves labour issues and public services.; Police Department: The police department is involved as they have registered an FIR related to the altercation and accident involving the deceased bus driver.; Hospital Staff: The hospital staff who attended to the injured parties are stakeholders, as they were involved in providing medical assistance after the altercation and accident. (a) Options available to Rakesh to meet the above situation: Recommend Full Extra Compensation: Rakesh can recommend to the City Transport Department management to grant the deceased driver's family full extra compensation, similar to what is given...

145. [2022 Q12] You are appointed as an officer heading the section in Environment Pollution Control Board to ensure compliance and its follow-up. In that region, there were large number of small and medium industries which had been granted clearance. You learnt that these industries provide employment to many migrant workers. Most of the industrial units have got environmental clearance certificate in their possession. The environmental clearance seeks to curb industries and projects that supposedly hamper environment and living species in the region, But in practice most of these units remain to be polluting units in several ways like air, water and soil pollution. As such, local people encountered persistent health problems. It was confirmed that the majority of the industries were violating environmental compliance. You issued notice to all the industrial units to apply for fresh environmental clearance certificate from the competent authority. However, your action met with hostile response from a section of the industrial units, other vested interest persons and a section of the local politicians. The workers also became hostile to you as they felt that your action would lead to the closure of these industrial units, and the resultant unemployment will lead to insecurity and uncertainty in their livelihood. Many owners of the industries approached you with the plea that you should not initiate harsh action as it would compel them to sell their units, and cause huge financial loss, shortage of their products in the market. These would obviously add to the sufferings of the labourers and the consumers alike. The labour union also sent you a representation requesting against the closure of the units. You simultaneously started receiving threats from unknown corners. You however received support from some of your colleagues, who advised you to act freely to ensure environmental compliance. Local NGOs also came to your support and they demanded the closure of the polluting units immediately. (a) What are the options available to you under the given situation? (b) Critically examine the options listed by you. (c) What type of mechanism would you suggest to ensure environmental compliance? (d) What are the ethical dilemmas you faced in exercising your option? (250 words, 20 Marks)

In the given scenario, the stakeholders involved are as follows: y Officer Heading the Environment Pollution Control Board Section: The officer responsible for ensuring compliance and follow-up is a critical stakeholder. Key points: Officer Heading the Environment Pollution Control Board Section: The officer responsible for ensuring compliance and follow-up is a critical stakeholder.; Small and Medium Industries: These industries are the main entities being regulated for environmental compliance.; Migrant Workers: The workers employed by the small and medium industries are stakeholders who rely on these jobs for their livelihoods.; Local Community: The local community residing around these industries is directly impacted by the pollution generated.; Consumers: Consumers who purchase products from these industries are stakeholders as they may be affected by any shortages or disruptions in the market because of the closure or modification of

industrial operations.; Local Politicians: Some local politicians may have vested interests in these industries and could be opposing the officer's actions to protect their political affiliations and connections.; Competent Authority for Environmental Clearance: The competent authority responsible for issuing environmental clearance certificates is a stakeholder, as their decision and cooperation are important in this situation.; Labour Union: The labour union representing the workers is involved in advocating for the continuation of industrial operations to protect the workers' jobs and livelihoods.; Colleagues: The colleagues who support the officer in their efforts to ensure environmental compliance and...

146. [2023 Q1(a)] What do you understand by 'moral integrity' and 'professional efficiency' in the context of corporate governance in India? Illustrate with suitable examples. (10 marks, 150 words)

Introduction Corporate governance means the set of rules, processes, and laws by which corporate entities are operated, regulated, and controlled. Key points: Corporate governance means the set of rules, processes, and laws by which corporate entities are operated, regulated, and controlled.; Moral Integrity: Adherence to ethical principles, values, and standards, even in challenging circumstances.; Professional Efficiency: The ability of individuals and organizations to work effectively and productively to achieve organizational goals.; Commitment to doing what is right, even under pressure.; Transparency in auditing, financial reporting, and operations.; Accountability to stakeholders.. Overall, recommendations of the Kotak Committee provide a valuable way forward.

147. [2023 Q1(b)] 'International aid' is an accepted form of helping 'resource-challenged' nations. Comment on 'ethics in contemporary international aid'. Support your answer with suitable examples. (10 marks, 150 words)

Introduction International aid means the transfer of resources— such as loans, grants, goods, or humanitarian assistance—from developed to resource-challenged nations. Key points: International aid means the transfer of resources— such as loans, grants, goods, or humanitarian assistance—from developed to resource-challenged nations.; Aid must be used for intended purposes.; Example: Aid given by IMF/UN to Pakistan for humanitarian needs often diverted for non-humanitarian uses.; Global community's ethical responsibility during natural disasters or refugee crises.; Example: Operation Dost by India to aid Turkey and Syria during the 2023 earthquake.; Conditional aid often undermines sovereignty of recipient nations.. Overall, only then can it lead to equitable and lasting development rather than dependency or exploitation.

148. [2023 Q2(a)] "Corruption is the manifestation of the failure of core values in the society." In your opinion, what measures can be adopted to uplift the core values in the society? (10 marks, 150 words)

Introduction Transparency International defines corruption as the misuse of delegated authority for personal gain. Key points: Transparency International defines corruption as the misuse of delegated authority for personal gain.; Adherence to moral principles is undermined by short-term economic or political gains.; Example: Bribes for contract approvals or avoiding criminal charges.; Lack of concern for citizens' struggles leads to exploitation.; Example: Pension or welfare clearances delayed until bribes are paid.; Treating people as means rather than ends.. Overall, adoption of Nolan Committee Principles—selflessness, objectivity, integrity, openness, accountability, leadership, and honesty—can provide a moral framework to restore integrity and ethical conduct in society.

149. [2023 Q2(b)] In the context of the work environment, differentiate between 'coercion' and 'undue influence' with suitable examples. (10 marks, 150 words)

Introduction In organizational settings, power dynamics often affect ethical decision-making. Key points: In organizational settings, power dynamics often affect ethical decision-making.; Establish and enforce strong ethical standards across all organizational levels.; Create impartial internal complaint committees for grievance redressal.; Ensure fair recruitment and promotions based on merit, not manipulation.; Strengthen

workplace safety, particularly for women (POSH Act, Vishaka Guidelines).. Overall, preventive measures, ethical leadership, and transparent redressal mechanisms are necessary to ensure a dignified and safe workplace for all employees.

150. [2023 Q3(a)] “The simplest acts of kindness are by far more powerful than a thousand heads bowing A senior official pressuring a subordinate to engage in unethical practices by threatening withdrawal of medical benefits. in prayer.” — Mahatma Gandhi. Explain. (10 marks, 150 words)

Introduction Kindness is the quality of being friendly, generous, and compassionate. Key points: Kindness is the quality of being friendly, generous, and compassionate.; Innate Human Value: Gandhi believed that goodwill and compassion are inherent in every individual.; Greater effect than Rituals: Genuine acts of empathy directly improve lives, unlike symbolic religious practices.; Social Transformation: Simple actions of care can inspire broader societal change.; Practical Application of Ethics: True morality lies in helping others, not just in spiritual expression.; Community kitchens (Langars) run by Sikhs serve millions selflessly, especially during crises.. Overall, gandhi’s message is timeless—compassion in action has a ripple effect that uplifts individuals, strengthens communities, and nurtures peace more effectively than ritualistic devotion.

151. [2023 Q3(b)] “To awaken the people, it is the women who must be awakened. Once she is on the move, the family moves, the village moves, the nation moves.” — Jawaharlal Nehru. Explain. (10 marks, 150 words)

Introduction Pandit Jawaharlal Nehru emphasized the transformative role of women as agents of social change. Key points: Pandit Jawaharlal Nehru emphasized the transformative role of women as agents of social change.; Women are primary caregivers and influence the formative; Example: A child’s early values and character are shaped largely by the mother.; Community and Village Level; Women contribute through Self-Help Groups (SHGs) and grassroots leadership.; Example: Ambe Mahila Mandal in Gujarat’s rural development initiatives.. Overall, nehru’s vision resonates even today: women’s awakening is not just a matter of justice but a prerequisite for sustainable development and social transformation.

152. [2023 Q3(c)] “Do not hate anybody, because that hatred that comes out from you must, in the long run, come back to you. If you love, that love will come back to you, completing the circle.” — Swami Vivekananda. Explain. (10 marks, 150 words)

Introduction Swami Vivekananda shows the moral law of reciprocity: what we give to others—whether love or hate—returns to us. Key points: Swami Vivekananda shows the moral law of reciprocity: what we give to others—whether love or hate—returns to us.; Terrorism: States supporting terrorism often face its repercussions.; Example: Pakistan’s support to terror groups has led to domestic terror attacks.; Climate Change: Exploitation of nature for selfish gains has rebounded as environmental crises.; Communalism: Hatred towards one community invites reciprocal hostility, escalating conflicts.; Global Terrorism: U.S. support to militant groups in Afghanistan eventually resulted in 9/11.. Overall, vivekananda’s message is timeless: in both personal life and global affairs, love is the only force that completes the circle of humanity.

153. [2023 Q4(a)] “What really matters for success, character, happiness and lifelong achievements is a definite set of emotional skills – your EQ – not just purely cognitive abilities that are measured by conventional IQ tests.” Do you agree with this view? Give reasons in support of your answer. (10 marks, 150 words)

Introduction The statement, drawn from Daniel Goleman’s work on Emotional Intelligence, argues that success and well- being are determined more by emotional intelligence (EQ) than by intellectual ability (IQ). Key points: The statement, drawn from Daniel Goleman’s work on Emotional Intelligence, argues that success and well- being are determined more by emotional intelligence (EQ) than by intellectual ability (IQ).; Great leaders succeed by connecting emotionally with people.; Example: Gandhi and Steve Jobs displayed high EQ, inspiring masses beyond pure intellect.; Emotional awareness enables empathy, communication, and conflict

resolution.; Without EQ, even high IQ individuals may fail in personal and professional bonds.; Emotional and Physical Health. Overall, together, they enrich ethical decision-making in both personal and professional life.

154. [2023 Q5(a)] Is conscience a more reliable guide when compared to laws, rules and regulations in the context of ethical decision-making? Discuss. (10 marks, 150 words)

Introduction Ethical decision-making is shaped by both conscience (an internal moral compass) and laws, rules, and regulations (external frameworks). Key points: Ethical decision-making is shaped by both conscience (an internal moral compass) and laws, rules, and regulations (external frameworks).; Represents internal values, beliefs, and personal experiences.; Flexible and adaptable to unique circumstances.; Encourages compassion and empathy in decision-making.; Limitation: Can be influenced by biases, emotions, and social conditioning, leading to inconsistent judgments.; Provide a collective standard of acceptable behavior. Overall, the most ethical path is one where laws are guided by moral conscience, ensuring justice, fairness, and humanity.

155. [2023 Q5(b)] 'Probity is essential for an effective system of governance and socio-economic development.' Discuss. (10 marks, 150 words)

Introduction Probity in governance means adherence to moral values such as honesty, integrity, accountability, and transparency in public service. Key points: Probity in governance means adherence to moral values such as honesty, integrity, accountability, and transparency in public service.; Builds Trust and Legitimacy; Enhances citizens' confidence in institutions and policies.; Legitimacy of the state rests on perceived integrity of its officials.; Promotes distributive and procedural justice by ensuring fairness in policy implementation.; Reduces arbitrariness in decision-making.. Overall, it ensures that governance is not just efficient but also ethical, paving the way for a just and prosperous society.

156. [2023 Q6(a)] What were the major teachings of Guru Nanak? Explain their relevance in the contemporary world. (10 marks, 150 words)

Introduction Guru Nanak (1469–1539), the founder of Sikhism, was a spiritual reformer who challenged ritualism, caste divisions, and social injustice. Key points: Guru Nanak (1469–1539), the founder of Sikhism, was a spiritual reformer who challenged ritualism, caste divisions, and social injustice.; Stressed the existence of a single, formless, and omnipresent God.; Rejected idol worship and rituals.; Equality and Non-Discrimination; Condemned caste system and upheld equality of all human beings, irrespective of religion, caste, or gender.; Advocated a personal connection with God without the need for intermediaries or rituals.. Overall, by emphasizing equality, honesty, and compassion, his message remains a guiding light for building a just and harmonious world.

157. [2023 Q6(b)] Explain the term social capital. How does it enhance good governance? (10 marks, 150 words)

Introduction Social capital means the value derived from networks of relationships, shared norms, trust, and cooperation within a community or society. Key points: Social capital means the value derived from networks of relationships, shared norms, trust, and cooperation within a community or society.; Professional Networking: Industry conferences creating opportunities for collaborations and jobs.; Alumni Associations: Former students leveraging connections for mentorship and employment.; Demand for Collective Benefits; Citizens advocate for policies that serve the community rather than narrow self-interest.; Builds confidence between citizens and institutions, enhancing the legitimacy of governance.. Overall, by strengthening community bonds, it enhances governance outcomes, ensuring that policies are participatory, legitimate, and sustainable.

158. [2023 Q7] You are working as an executive in a nationalised bank for several years. One day one of your close colleagues tells you that her father is suffering from heart disease and needs surgery immediately to survive. She also tells you that she has no insurance and the operation will cost about Rs. 10 lakh. You are also aware of the fact that her husband is no more and that she is from a lower middle-class family. You are empathetic about her situation. However, apart from expressing your sympathy, you do not have the resources to fund her. A few weeks later, you ask her about the well-being of her father and she informs you about his successful surgery and that he is recovering. She then confides in you that the bank manager was kind enough to facilitate the release of Rs. 10 lakh from a dormant account of someone to pay for the operation with a promise that it should be confidential and be repaid at the earliest. She has already started paying it back and will continue to do so until it is all returned. (a) What are the ethical issues involved? (b) Evaluate the behaviour of the bank manager from an ethical point of view. (c) How would you react to the situation? (20 marks, 250 words)

Introduction Ethical dilemmas in administration often arise when professional integrity clashes with political or personal pressures. **Key points:** Ethical dilemmas in administration often arise when professional integrity clashes with political or personal pressures.; **Misuse of Power:** Unauthorized use of a dormant account by the manager.; **Professional Ethics:** Bypassing banking rules and procedures.; **Breach of Confidentiality:** Using customer's funds without consent.; **Fairness:** Preferential treatment to one employee, neglecting others in similar distress.; **Conflict of Interest:** Personal relationship influencing official action.; **Breach of Trust:** Erosion of customers' faith in the bank.; **Means vs Ends Dilemma:** Noble cause (saving life) achieved by unethical method. (b) **Evaluation of Bank Manager's Behaviour;** **Positive Aspect:** Act motivated by compassion and empathy, saving a life.. Overall, ethical governance in banking requires balancing compassion with integrity, transparency, and accountability to protect both individual welfare and institutional trust.

159. [2023 Q8] A landslide occurred in the middle of the night on 20th July, 2023 in a remote mountain hamlet, approximately 60 kilometres from Uttarkashi. The landslide was caused by torrential rains and has resulted in large-scale destruction of property and life. You, as District Magistrate of that area, have rushed to the spot with a team of doctors, NGOs, media and police along with numerous support staff to oversee the rescue operations. A man came running to you with a request for urgent medical help for his pregnant wife who is in labour and is losing blood. You directed your medical team to examine his wife. They return and convey to you that this woman needs blood transfusion immediately. Upon enquiry, you come to know that a few blood collection bags and blood group test kits are available in the ambulance accompanying your team. Few people of your team have already volunteered to donate blood. Being a physician who has graduated from AIIMS, you know that blood for transfusion needs to be procured only through a recognized blood bank. Your team members are divided on this issue; some favour transfusion, while some others oppose it. The doctors in the team are ready to facilitate the delivery provided they are not penalized for transfusion. Now you are in a dilemma. Your professional training emphasizes on prioritising service to humanity and saving lives of individuals. (a) What are the ethical issues involved in this case? (b) Evaluate the options available to you, being District Magistrate of the area. (20 marks, 250 words)

Introduction Disaster management tests the balance between responsiveness, equity, and long-term stability. **Key points:** Disaster management tests the balance between responsiveness, equity, and long-term stability.; **Deny transfusion** Upholds law and medical protocols.; **Allow transfusion without accountability** Saves life immediately; compassionate.; **Allow transfusion with written consent from doctors and family** Balances compassion with documentation for protection.; **Arrange blood from a recognized blood bank simultaneously** Shows due diligence; reduces liability.; **Transfuse and transfer patient to nearest hospital with blood bank** Immediate life-saving action with continuity of care.; **Transfuse with consent, using medically safe donors, and transfer to hospital** Prioritizes life, minimizes risk, ensures transparency, family consent makes it ethically sound.; **Option 6 is the most ethical choice:** allow immediate transfusion with informed consent and donor safety checks, document the decision, and transfer the patient promptly to a

hospital with full facilities.; Value of Human Life vs Legal Compliance: Immediate life-saving need vs adherence to regulations.. Overall, compassionate action, backed by documentation and communication, balances moral duty with professional responsibility.

160. [2023 Q9] At 9 pm on Saturday evening, Rashika, a Joint Secretary, was still engrossed in her work in her office. Her husband, Vikram, is an executive in an MNC and frequently out of town in connection with his work. Their two children aged 5 and 3 are looked after by their domestic helper. At 9:30 pm her superior, Mr. Suresh calls her and asks her to prepare a detailed note on an important matter to be discussed in a meeting in the Ministry. She realises that she will have to work on Sunday to finish the additional task given by her superior. She reflects on how she had looked forward to this posting and had worked long hours for months to achieve it. She had kept the welfare of people uppermost in discharging her duties. She feels that she has not done enough justice to her family and she has not fulfilled her duties in discharging essential social obligations. Even as recently as last month she had to leave her sick child in the nanny's care as she had to work in the office. Now, she feels that she must draw a line, beyond which her personal life should take precedence over her professional responsibilities. She thinks that there should be reasonable limits to the work ethics such as punctuality, hard work, dedication to duty and selfless service. (a) Discuss the ethical issues involved in this case. (b) Briefly describe at least four laws that have been enacted by the Government with respect to providing a healthy, safe and equitable working environment for women. (c) Imagine you are in a similar situation. What suggestions would you make to mitigate such working conditions? (20 Marks, 250 words)

Introduction Public servants frequently face ethical challenges when personal faith, community demands, and fiduciary responsibility conflict. Key points: Public servants frequently face ethical challenges when personal faith, community demands, and fiduciary responsibility conflict.; Work-Life Balance: Conflict between professional duties and family responsibilities.; Personal vs Professional Ethics: Duty to public service vs obligation to family.; Workplace Culture: Expectation of long hours undermining employee well-being.; Mental Health: Risk of stress, burnout, and guilt.; Gender Justice: Unequal societal expectations that women shoulder family care. (b) Relevant Laws for Women's Work Environment; Factories Act, 1948 – Regulates working conditions, safety, and welfare of workers, with special provisions for women.; Maternity Benefit Act, 1961 (Amended 2017) – Provides 26 weeks of maternity leave, work-from-home provisions, and crèche facilities.; Equal Remuneration Act, 1976 – Ensures equal pay for equal work, prohibiting wage discrimination based on gender.. Overall, by instituting family-friendly policies and promoting gender equality, organizations can create a healthier, more equitable work culture that benefits both employees and society.

161. [2023 Q10] Vinod is an honest and sincere IAS officer. Recently, he has taken over as Managing Director of the State Road Transport Corporation, his sixth transfer in the past three years. His peers acknowledge his vast knowledge, affability and uprightness. The Chairman of the State Road Transport Corporation is a powerful politician and is very close to the Chief Minister. Vinod comes to know about many alleged irregularities of the Corporation and the high-handedness of the Chairman in financial matters. A Board Member of the Corporation belonging to the Opposition Party meets Vinod and hands over a few documents along with a video recording in which the Chairman appears to be demanding bribe for placing a huge order for the supply of QMR tyres. Vinod recollects the Chairman expediting clearing of pending bills of QMR tyres. Vinod confronts the Board Member as to why he is shying away from exposing the Chairman with the so-called solid proof he has with him. The member informs him that the Chairman refuses to yield to his threats. He adds that Vinod may earn recognition and public support if he himself (a) Options Available to Vinod Option Pros Cons Whistleblowing (public exposure) Aligns with duty to public interest; exposes corruption. Risks transfer, political backlash, career harm. Take the issue up internally Maintains official protocol; avoids external exploitation. May be suppressed due to Chairman's influence. Hand over evidence to a neutral

investigative body (e.g., CVC) Ensures impartial investigation; Vinod avoids direct confrontation. Could still invite political repercussions. Stay silent Avoids immediate risk. Compromises integrity, perpetuates corruption. Discuss directly with Chairman Provides chance for clarification; could resolve internally. May lead to cover-up or retaliation if guilty. Resign from post Upholds personal integrity; avoids complicity. Seen as evasion of duty; career setback. Most Balanced

Introduction Bureaucratic neutrality is a cornerstone of democratic governance. Key points: Bureaucratic neutrality is a cornerstone of democratic governance.; Compromised Integrity: Political pressure undermines bureaucratic neutrality and objectivity.; Loss of Autonomy: Bureaucrats lose freedom to act in public interest because of political interference.; Manipulation of Bureaucrats: Used as tools for political agendas, as seen in the Board Member's attempt.; Job Insecurity: Frequent transfers or punitive actions discourage honest officers.; Decline in Public Trust: Politicized bureaucracy erodes faith in governance institutions.; Inefficient Governance: Decisions prioritize political gains over welfare and development.; Reduced Accountability: Political shielding of corrupt practices weakens institutional checks.. Overall, a balance of moral courage, institutional integrity, and neutrality is vital to safeguard governance from political exploitation.

162. [2023 Q11] 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)

Introduction A respectful workplace is essential for creativity and productivity. Key points: A respectful workplace is essential for creativity and productivity.; Workplace Harassment: Humiliation and disrespect leading to a hostile environment.; Inequality and Discrimination: Seniority being misused to undermine fresh talent.; Jeopardizing Professional Excellence: Personal insecurities affecting project quality.; Mental and Emotional Well-being: Stress and anxiety compromising Seema's productivity.; Loss of Talent: Risk of losing a valuable contributor because of toxic environment.; Leadership Accountability: Ethical duty to ensure a respectful, inclusive workplace. (b) Options Available; Direct Communication: Speak privately with the Chief Architect to address inappropriate behaviour and stress the importance of collaboration.; Conflict Mediation: Facilitate a meeting between both parties to clarify misunderstandings and set professional boundaries.. Overall, effective leadership lies in protecting talent, ensuring fairness, and building an inclusive environment where individuals can thrive without fear or humiliation.

163. [2023 Q12] You hold a responsible position in a ministry in the government, One day in the morning you received a call from the school of your 11-year- old son that you are required to come and meet the Principal.

You proceed to the school and find your son in the Principal's office. The Principal informs you that your son had been found wandering aimlessly in the grounds during the time classes were in progress. The class teacher further informs you that your son has lately become a loner and did not respond to questions in the class, he had also been unable to perform well in the football trials held recently. You bring your son back from school and in the evening, you along with your wife try to find out the reasons for your son's changed behaviour. After repeated cajoling, your son shares that some children had been making fun of him in the class as well as in the WhatsApp group of the students by calling him stunted, duh and a frog. He tells you the names of a few children who are the main culprits but pleads with you to let the matter rest. After a few days, during a sporting event, where you and your wife have gone to watch your son play, one of your colleague's son shows you a video in which students have caricatured your son. Further, he also points out to the perpetrators who were sitting in the stands. You purposefully walk past them with your son and go home. Next day, you find on social media, a video denigrating you, your son and even your wife, stating that you engaged in physical bullying of children on the sports field. The video became viral on social media. Your friends and colleagues began calling you to find out the details. One of your juniors advised you to make a counter video giving the background and explaining that nothing had happened on the field. You, in turn posted a video which you have captured during the sporting event, identifying the likely perpetrators who were responsible for your son's predicament. You have also narrated what has actually happened in the field and made attempts to bring out the adverse effects of the misuse of social media. (a) Based on the above case study, discuss the ethical issues involved in the use of social media. (b) Discuss the pros and cons of using social media by you to put across the facts to counter the fake propaganda against your family. (20 marks, 250 words)

Introduction Technology has amplified both opportunities and risks for children. Key points: Technology has amplified both opportunities and risks for children.; Child Protection: Duty to safeguard the dignity and rights of children.; Cyberbullying: Misuse of technology causing psychological harm.; Equality before Law: Ensuring influential families do not misuse their power.; Privacy and Dignity: Protecting the victim from further humiliation.; Accountability: Parents, schools, and society must share responsibility for children's conduct. (b) Immediate Steps to Address the Complaint; Protection of Victim: Ensure Arjun feels safe; provide counselling and encourage school re- enrollment.; Investigation: Identify perpetrators, document evidence, and act under relevant IT and juvenile laws.; Engage Parents and School: Sensitize them to their responsibilities and involve them in corrective measures.. Overall, 3 2022 2022 UPSC MAINS GS PAPER I

164. [2024 Q1(a)] The application of Artificial Intelligence as a dependable source of input for administrative rational decision-making is a debatable issue. Critically examine the statement from the ethical point of view. (150 Words, 10 Marks)

Artificial Intelligence (AI) is an emerging technology that enables computers and machines to simulate human intelligence and problem-solving capabilities. Key points: Artificial intelligence systems can minimise human biases in the decision making process, leading to more consistent outcomes.; Artificial intelligence can process large amounts of information quickly, enabling faster decision making.; Job loss: The automation of administrative functions may lead to job losses, particularly in roles traditionally held by humans.; Bias in AI algorithms: AI systems can perpetuate existing biases present in training data.; Artificial intelligence lacks essential human qualities like emotional intelligence, innovation, creativity and empathy which may effect the overall outcome of best administrative decision making.; Lack of accountability : Artificial Intelligence technologies can be misused for malicious purposes like privacy breaches or cyber-attacks which may effect the decision making of an administrator.. Overall, as such, a...

165. [2024 Q1(b)] "Ethics encompasses several key dimensions that are crucial in guiding individuals and organizations towards morally responsible behaviour." Explain the key dimensions of ethics that influence

human actions. Discuss how these dimensions shape ethical decision-making in the professional context. (150 Words, 10 Marks)

Ethics in human actions is an important aspect of moral philosophy that deals with the rightness and wrongness of actions. Key points: Virtue Ethics: It is believed that human beings could develop virtues through practice, which would enable them to live a good life.; Justice and Fairness: This dimension emphasizes equity and impartiality in ethical decision-making.; Ethics of love and care: This perspective shows the importance of relationships and caring for others.; Deontology: This perspective prioritizes adherence to rules and duties.; I seek short-term benefits for themselves or their organization.; Stakeholder Consideration: Ethical decision-making in the workplace often involves considering the interests and rights of several stakeholders.. Overall, this not only leads to sound decision-making but also cultivates trust and respect among stakeholders, ultimately contributing to sustainable organizational success.

166. [2024 Q2(a)] “It is not enough to talk about peace, one must believe in it; and it is not enough to believe in it, one must act upon it.” In the present context, the major weapon industries of the developed nations are adversely influencing continuation of number of wars for their own self-interest, all around the world. What are the ethical considerations of the powerful nations in today’s international arena to stop continuation of ongoing conflicts? (150 Words, 10 Marks)

It is not enough to talk about peace, one must believe in it; and it is not enough to believe in it, one must act upon it.” In today’s world, the influence of major weapon industries from developed nations is a major factor in the continuation of numerous conflicts. Key points: For instance, the ongoing conflict between Russia and Ukraine has seen major involvement from weapon industries, with several countries supplying arms that fuel the war.; Similarly, the conflict between Israel and Palestine is exacerbated by the flow of weapons from external powers, further destabilizing the region.; Prioritizing Peace Over Profit; While economic incentives may encourage the sale of arms, ethical behavior demands that the profit motive should not overshadow the promotion of peace.; For instance, the Saudi-led intervention in Yemen has seen continued arms sales from Western...

167. [2024 Q3] Given below are three quotations of great thinkers. What do each of these quotations convey to you in the present context? (a) “Learn everything that is good from others, but bring it in, and in your own way absorb it, do not become others.” - Swami Vivekananda (150 Words, 10 Marks)

The above mentioned quotation gives an impression that one must learn, absorb, understand and bring in good things from surroundings but not in a verbatim manner rather by making adjustments so as to favour one’s own condition. y In an era of globalization, where Western cultural hegemony often influences local traditions, this quote reminds us of the importance of maintaining our cultural identity. Key points: In an era of globalization, where Western cultural hegemony often influences local traditions, this quote reminds us of the importance of maintaining our cultural identity.; The quote cautions against losing one’s individuality in the process of learning.; Blind imitation, especially without contextual understanding, may lead to loss of one’s cultural identity or ethical missteps.; In the public sphere, leaders often face pressure to conform to popular opinions or international trends.; Faith alone, without...

168. [2024 Q4(a)] “The concept of Just and Unjust is contextual. What was just a year back, may turn out to be unjust in today’s context. Changing context should be constantly under scrutiny to prevent miscarriage of justice.” Examine the above statement with suitable examples. (150 Words, 10 Marks)

The concept of justice is not static. Key points: LGBTQ+ Rights: A few decades ago, same-sex relationships were criminalized in many countries.; Child Labor: During the Industrial Revolution, child labor was common and often seen as economically necessary.; To prevent miscarriages of justice, it is essential to continually scrutinize the changing contexts.; Education and open discourse are to foster understanding and reevaluation of outdated or unjust practices.; Legislatures must also be proactive in amending laws to reflect

new understandings of justice.; The judiciary plays a pivotal role in interpreting laws in light of contemporary contexts.. Overall, recognizing the contextual nature of justice is important in ensuring that laws and practices remain fair and equitable.

169. [2024 Q4(b)] “Mindless addiction to Form, ignoring the Substance of the matter, results in rendering of injustice. A perceptive civil servant is one who ignores such literalness and carries out true intent,” Examine the above statement with suitable illustrations. (150 Words, 10 Marks)

This statement shows the importance of understanding and implementing the spirit of the law or policy rather than blindly following its letter. Key points: This means the practice of rigidly following rules, regulations, or procedures without considering their underlying purpose.; When people or institutions become overly focused on technicalities and formalities, they may inadvertently cause harm or injustice.; Examples: A citizen applies for Aadhar card, but a civil servant rejects the application because the provided utility bill as proof of residence is 32 days old.; This part of the statement emphasizes the importance of understanding the underlying purpose of laws, rules, or policies.; A perceptive civil servant is one who can look beyond the literal interpretation and make decisions that align with the true intent or spirit of the regulation.; Examples: In environmental regulations, a factory may meet...

170. [2024 Q7] There is a technological company named ABC Incorporated which is the second largest worldwide, situated in the Third World. You are the Chief Executive Officer and the majority shareholder of this company. The fast technological improvements have raised worries among environmental activists, regulatory authorities, and the general public over the sustainability of this scenario. You confront substantial issues about the business's environmental footprint. In 2023, your organization had a significant increase of 48% in greenhouse gas emissions compared to the levels recorded in 2019. The significant rise in energy consumption is mainly due to the surging energy requirements of your data centers, fuelled by the exponential expansion of Artificial Intelligence (AI). AI-powered services need much more computational resources and electrical energy compared to conventional online activities, notwithstanding their notable gains. The technology's proliferation has led to a growing concern over the environmental repercussions, resulting in an increase in warnings. AI models, especially those used in extensive machine learning and data processing, exhibit much greater energy consumption than conventional computer tasks, with an exponential increase. Although there is already a commitment and goal to achieve net zero emissions by 2030, the challenge of lowering emissions seems overwhelming as the integration of AI continues to increase. To achieve this goal, substantial investments in renewable energy use would be necessary. The difficulty is exacerbated by the competitive environment of the technology sector, where rapid innovation is essential for preserving market standing and shareholders' worth. To achieve a balance between innovation, profitability and sustainability, a strategic move is necessary that is in line with both, business objectives and ethical obligations. (a) What is your immediate response to the challenges posed in the above case? (b) Discuss the ethical issues involved in the above case. (c) Your company has been identified to be penalized by technological giants. What logical and ethical arguments will you put forth to convince about its necessity? (d) Being a conscience being, what measures would you adopt to maintain balance between AI innovation and environmental footprint? (250 words, 20 Marks)

(a) Immediate Response to Challenges y Assess Emission Sources: Conduct an immediate audit of energy consumption in data centers, focusing on AI-powered services. • Short-term Solutions: Implement energy-efficient technologies and optimize current systems to reduce consumption. • Engage Stakeholders: Communicate the urgency to shareholders, regulators, and the public on addressing emissions. • Invest in Renewable Energy: Start increasing investments in renewable energy sources to begin offsetting the current environmental footprint. (b) Ethical Issues Involved y Environmental Responsibility: The company's duty to minimize greenhouse gas emissions and its effect on global climate change. • Sustainability vs Profitability: Balancing shareholder interests and technological growth with the need for sustainable business practices. •

Transparency vs Accountability: The ethical obligation to be transparent about environmental impacts and take accountability for emissions increases. • Long-term Global effect: The moral responsibility to consider the future generations affected by today's environmental footprint. (c) Logical and Ethical Arguments for Necessity of Action • Ethical Obligation: Highlight the company's responsibility towards global sustainability and its role in reducing environmental damage. • Global Leadership: Emphasize that innovation and environmental responsibility can coexist, and being a pioneer, sustainable AI can benefit reputation and market position. • Long-term Profitability: Investing in renewable energy and sustainable practices leads to cost savings and market stability in the long run. • Regulatory Compliance: Following through on penalties or actions avoids regulatory backlash and potential legal...

171. [2024 Q9] With multipronged strategy of the Central and State Governments specially in the last few years, the naxalite problem has been resolved to a large extent in the affected states of the country. However, there are a few pockets in certain states where naxalite problem still persists mainly due to involvement of foreign countries. Rohit is posted as SP (Special Operations) for the last one year, in one of the districts which is still affected by the naxalite problem. The district administration has taken a lot of developmental works in the recent past in the naxalite affected areas to win the hearts and minds of the people. Over a period of time, Rohit has established an police in dealing with women protesters? (250 words, 20 Marks)

excellent intelligence network to get the real time information regarding the movement of naxalite cadre. Key points: ou think, would be more appropriate for Rohit to adopt and why? (d) In the present situation, what are the extra precautionary measures to be taken by the (a) Options available to Rohit; Release the Naxalites to avoid confrontation with the women protesters.; Pros: Prevents immediate violence, and maintains peace.; Cons: Compromises law enforcement, emboldens Naxalites and undermines the rule of law.; Resort to use of force to disperse the protesters.; Pros: Asserts authority, keeps Naxalites in custody.; Cons: Risk of excessive use of force leading to loss of civilian lives, worsens public perception of police, and violates human dignity.; Try to negotiate with the tribal women and diffuse the situation peacefully.; Pros: Preserves human rights, avoids violence, and maintains public trust.. Overall, their cause would be best served by following the example of leaders like Mahatma Gandhi, who showed that non-violence is the most powerful tool in confronting injustice. (d) Precautionary Measures for Police in Dealing with Women Protesters: y Use of non-lethal crowd control methods such as loudspeakers, barricades, and water cannons to prevent escalation. • Assign female police personnel to engage with the women protesters, ensuring cultural sensitivity and avoiding unnecessary violence. • Continuous communication with community leaders to diffuse tensions and maintain transparency in police actions. • Document all...

172. [2024 Q10] Sneha is a Senior Manager working for a big reputed hospital chain in a mid-sized city. She has been made in-charge of the new super speciality center that the hospital is building with state- of-the art equipment and world class medical facilities. The building has been reconstructed and she is starting the process of procurement for various equipment and machines. As the head of the committee responsible for procurement, she has invited bids from all the interested reputed vendors dealing in medical equipment. She notices that her brother, who is a well- known supplier in this domain, has also sent his expression of interest. Since the hospital is privately owned, it is not mandatory for her to select only the lower bidder. Also, she is aware that her brother's company has been facing some financial difficulties and a big supply order will help him recover. At the same time, allocating the contract to her brother might bring charges of favouritism against her and tarnish her image. The hospital management trusts her fully and would support any decision of hers. (a) What should be Sneha's course of action? (b) How would she justify what she chooses to do? (c) In this case, how is medical ethics compromised with vested personal interest? (250 words, 20 Marks)

(a) Sneha's Course of Action y Recuse herself from the procurement process: • Ensures transparency and avoids any conflict of interest. • Protects her professional integrity and credibility within the hospital. •

Ensures that the selection process remains fair and objective. • Allow her brother to compete, but maintain transparency: • If she stays in the process, she must ensure complete transparency and base the decision purely on merit. • Publicly disclose her relationship with her brother to avoid any perception of bias. • Consider excluding her brother's company if there's even a slight risk of perceived favouritism. (b) Justification for the Chosen Course of Action y By recusing herself, Sneha ensures that the procurement process is free from personal bias, maintaining the trust the hospital management and staff place in her. • She can argue that stepping aside is essential to uphold professional ethics, ensuring that decisions are based on the hospital's best interests and not influenced by personal ties. • If she opts for transparency, she can justify that her decision-making process was open and based on merit. Key points: (a) Sneha's Course of Action; Recuse herself from the procurement process; Ensures transparency and avoids any conflict of interest.; Protects her professional integrity and credibility within the hospital.; Ensures that the selection process remains fair and objective.; Allow her brother to compete, but maintain transparency; If she stays...

173. [2024 Q11] With the summer heat being exceptionally severe this year, the district has been facing severe water shortage. The District Collector has been mobilizing his subordinate officials to conserve the remaining water reserves for preventing the district from plunging into acute drinking water crisis. Along with an awareness campaign for conserving water, strict measures have been taken for stopping the over-exploitation of ground- water. Vigilance teams have been deployed to tour the villages and find the farmers who are drawing water from deep borewells or from the river Stakeholders involved & their interests: Stakeholders Interest Concern Farmers Access to water for irrigation to protect their crops and livelihood Feeling unfairly restricted while industries use large amounts of water Industries Continued water supply for production to maintain operations and prevent job losses Potential water restrictions impacting business and employment reservoir for irrigation. The farmers are agitated by such action. A delegation of farmers meets the District Collector with their issues and complains that while they are not being allowed to irrigate their crops, big industries located near the river are drawing huge amounts of water through deep borewells for their industrial processes. The farmers allege that their administration is anti- farmer and corrupt, being bribed by the industry. The district needs to placate the farmers as they are threatening to go on a prolonged protest. At the same time, the District Collector has to deal with the water crisis. The industry cannot be closed as this would result in a large number of workers being unemployed. (a) Discuss all options available to the District Collector as a District Magistrate. (b) What suitable actions can be taken in view of mutually compatible interests of the stakeholders? (c) What are the potential administrative and ethical dilemmas for the District Collector? (250 words, 20 Marks)

y Amid a severe water shortage, the District Collector enforces strict measures to conserve water, sparking tensions between farmers and local industries. • Farmers, restricted from irrigating crops, accuse the administration of favoring industries that continue drawing water. • The Collector must now balance the urgent need for water conservation with the competing interests of farmers and industries, while preventing social unrest. Key points: Farmers, restricted from irrigating crops, accuse the administration of favoring industries that continue drawing water.; The Collector must now balance the urgent need for water conservation with the competing interests of farmers and industries, while preventing social unrest.; Impose stricter water restrictions on industries, reducing their groundwater extraction significantly while allowing some flexibility to farmers for irrigation.; Temporarily redirect water resources to agriculture, prioritizing farmers' needs during the crisis.; Negotiate with industries to reduce operations or adopt water-efficient technology until the crisis is averted.. Overall, ethical Considerations: y Utilitarian

174. [2024 Q12] Dr. Srinivasan is a senior scientist working for a reputed biotechnology company known for its cutting-edge research in pharmaceuticals. Dr. Srinivasan is heading a research team working on a new drug aimed at treating a rapidly spreading variant of a new viral infectious disease. The disease has been rapidly spreading across the world and the cases reported in the country are increasing. There is huge

pressure on Dr. Srinivasan's team to expedite the trials for the drug as there is significant market for it, and the company wants to get the first-mover advantage in the market. During a team meeting, some senior team members suggest some shortcut for expediting the clinical trials for the drug and for getting the requisite approvals. These include manipulating data to exclude some negative outcomes and selectively reporting positive results foregoing the process of informed consent and using compounds already patented by a rival company, rather than developing one's own component. Dr. Srinivasan is not comfortable taking such shortcuts, at the same time he realises meeting the targets is impossible without using these means. (a) What would you do in such a situation? (b) Examine your options and consequences in the light of the ethical questions involved. (c) How can data ethics and drug ethics save humanity at large in such a scenario? (250 words, 20 Marks)

y In the rapidly evolving field of biotechnology, ethical decision-making is critical, particularly in high-stakes situations like the development of a new drug to combat a fast-spreading infectious disease. • Dr. Key points: Srinivasan, a senior scientist, faces immense pressure to expedite the clinical trials of a potentially life-saving drug amidst increasing cases globally.; His team suggests unethical shortcuts, manipulating trial data, bypassing informed consent, and infringing on intellectual property rights to speed up the process and gain a competitive market edge.; Srinivasan must navigate this ethical dilemma, balancing the urgent need for a solution with the potential long-term consequences of compromising scientific integrity and patient safety. (a) What would; ou do in such a situation?; Integrity and Responsibility: Upholding scientific integrity is important, unethical practices can harm patients and violate ethical guidelines.; Long-term effect: Short-term gains could lead to severe long-term consequences, including loss of public trust and legal repercussions.; Whistleblowing: If pressured to act unethically, I would report the issue to higher management or ethics committees to ensure transparency.; Seeking Alternatives: I would explore legitimate ways to expedite trials, such as applying for accelerated approval or emergency use authorizations. (b) Examine; our options and consequences in the light of the ethical questions involved.. Overall, 2 2023 2023 UPSC MAINS GS PAPER I

175. [2025 Q1(a)] In the present digital age, social media has revolutionised our way of communication and interaction. However, it has raised several ethical issues and challenges. Describe the key ethical dilemmas in this regard. (Answer in 150 words)

Social media has democratised communication, but it creates serious ethical dilemmas. Freedom of expression conflicts with hate speech, trolling and misinformation. Privacy is threatened by data harvesting, profiling and surveillance capitalism. Anonymity can protect dissent, yet it also enables abuse, impersonation and cyberbullying. Algorithms promote engagement, but may amplify outrage, addiction and echo chambers. Public officials face dilemmas between transparency and confidentiality, responsiveness and populism, personal opinion and institutional neutrality. Social media trials can damage reputation before due process. Children and vulnerable groups face grooming, body-image pressure and manipulation. At the same time, excessive state control may chill legitimate dissent. Ethical use requires digital literacy, fact-checking, platform accountability, proportionate regulation, data protection and responsible citizenship. The core challenge is to preserve openness and participation while protecting dignity, truth, privacy and social harmony.

176. [2025 Q1(b)] Constitutional morality is not a natural sentiment but a product of civil education and adherence of the rule of law. Examine the significance of constitutional morality for public servant highlighting the role in promoting good governance and ensuring accountability in public administration. (Answer in 150 words)

Constitutional morality means acting according to constitutional values even when personal, social or political pressures point elsewhere. It is learned through civic education, institutional practice and respect for rule of law. For a public servant, it requires impartiality, dignity of citizens, equality before law, secular conduct, due process and accountability. It prevents majoritarian bias, arbitrary discretion and misuse of

authority. In governance, constitutional morality guides fair implementation of welfare schemes, protection of vulnerable groups, transparent decision-making and respect for fundamental rights. It also encourages reasoned orders, responsiveness to legislatures and courts, and honest use of public money. A civil servant may face pressure from political executives or social groups, but constitutional morality provides an ethical anchor. It promotes good governance by combining legality with justice. Accountability becomes meaningful when officials see themselves as trustees of constitutional power, not masters of citizens.

177. [2025 Q2(a)] Carl von Clausewitz once said, 'War is a diplomacy by other means.' Critically analyse the above statement in the present context of contemporary geo-political conflict. (Answer in 150 words)

Clausewitz's statement means that war is not separate from politics; it is used when states pursue objectives after diplomacy fails or becomes coercive. Contemporary conflicts show partial relevance. In Ukraine, Gaza and other theatres, military action is used to alter bargaining positions, territory and security outcomes. Yet modern war also exposes the limits of this view. Nuclear risks, civilian casualties, refugee crises, cyber escalation and economic interdependence make war morally and strategically disastrous. International law, UN Charter principles and humanitarian norms reject aggressive war as a legitimate diplomatic instrument. Diplomacy has prevented catastrophes in cases such as the Cuban Missile Crisis and nuclear negotiations. Therefore war may be an extension of political objectives, but it represents failure of ethical statecraft when it abandons dialogue, proportionality and human dignity. In the present world, diplomacy must be the first and persistent means, not violence by another name.

178. [2025 Q2(b)] Keeping the national security in mind, examine the ethical dilemmas related to controversies over environmental clearance of development projects in ecologically sensitive border areas in the country. (Answer in 150 words)

Development projects in ecologically sensitive border areas create dilemmas between national security and environmental protection. Roads, tunnels, airfields and communication networks are needed for troop movement, disaster response and integration of remote citizens. Delay may weaken security and local livelihoods. However, fragile Himalayan, forest or coastal ecosystems face landslides, biodiversity loss, river disruption and cultural damage from poorly planned projects. The ethical conflict is between immediate strategic necessity and inter-generational ecological responsibility. Another dilemma concerns local communities: they need connectivity, but may bear displacement or disaster risk. Environmental clearance should not be a mechanical obstacle or a rubber stamp. The ethical approach is precaution with urgency: cumulative impact assessment, disaster-resilient design, local consultation, compensatory ecology, minimal tree felling, strict monitoring and alternatives analysis. National security is strengthened, not weakened, when infrastructure is sustainable, locally accepted and climate-resilient.

179. [2025 Q3(a)] Those who in trouble untroubled are, Will trouble trouble itself. Thiruvalluvar. What does this quotation convey to you in the present context? (Answer in 150 words)

The quotation highlights composure under adversity. A person who remains calm in crisis reduces the power of the crisis itself. In public life, panic can worsen floods, riots, pandemics or administrative failures; steady judgment saves lives and trust. Moral resilience does not mean indifference. It means disciplined courage, clarity of mind and refusal to be ruled by fear. For a civil servant, this quality is essential during disasters, law-and-order situations or political pressure. Calmness enables fact-based decisions, coordination and empathy. In the present context of social media outrage, misinformation and global uncertainty, emotional balance is a civic virtue. It prevents impulsive reactions and helps convert trouble into problem-solving. The quote teaches that adversity tests character, but self-control can transform the situation. Trouble is weakened when individuals and institutions respond with patience, courage and wisdom.

180. [2025 Q3(b)] The greatest discovery of my generation is that a human being can alter his life by altering his attitudes. William James. What does this quotation convey to you in the present context? (Answer in 150 words)

William James emphasises that attitude shapes action, resilience and destiny. External circumstances matter, but the way a person interprets them determines effort, learning and conduct. A negative attitude sees obstacles as excuses; a constructive attitude treats them as challenges. In administration, attitude influences whether citizens are viewed as files, beneficiaries or rights-bearing persons. Empathy, openness and service orientation can transform public delivery even within limited resources. In the present context of rapid change, unemployment anxieties and social polarisation, attitude affects mental health and social harmony. Growth mindset, tolerance and ethical optimism help individuals adapt. However, attitude change should not be used to blame victims of structural injustice; institutions must also change. The quote conveys that personal transformation begins with inner orientation. For civil servants and citizens alike, changing attitude from entitlement to responsibility and from cynicism to problem-solving can alter public life.

181. [2025 Q3(c)] The strength of a society is not in its laws, but in the morality of its people. Swami Vivekananda. What does this quotation convey to you in the present context? (Answer in 150 words)

The quotation means that laws are necessary, but they cannot alone create a just society. Rules work effectively only when people internalise honesty, compassion, self-restraint and responsibility. A society may have strong laws against corruption, violence or discrimination, yet violations continue if social morality is weak. In the present context, issues such as mob violence, tax evasion, online abuse, gender injustice and environmental neglect show the limits of legal enforcement. Morality makes citizens obey law even when no one is watching. It also makes public officials treat power as trust. This does not reduce the importance of institutions; rather, morality and law must support each other. Moral citizens demand better laws and comply with fair ones. Vivekananda's message is that national strength comes from character, not fear of punishment alone. Ethical education, family values, civic culture and role models are therefore vital.

182. [2025 Q4(a)] For any kind of social re-engineering by successfully implementing welfare schemes, a civil servant must use reason and critical thinking in an ethical framework. Justify this statement with suitable examples. (Answer in 150 words)

Welfare schemes aim to change social outcomes, so their implementation cannot rely only on rules or emotion. A civil servant must use reason to identify real beneficiaries, allocate resources and evaluate results. Critical thinking helps detect exclusion errors, ghost beneficiaries, leakages, local elite capture and unintended consequences. The ethical framework ensures that efficiency does not override dignity, fairness and rights. For example, in housing schemes, officials must verify need without humiliating applicants. In nutrition programmes, data must be used to locate malnutrition hotspots while respecting community practices. In scholarship delivery, digital systems should prevent fraud but provide assisted access to poor students. Social re-engineering also requires sensitivity to caste, gender, disability and region. Reason without ethics can become technocratic; ethics without reason may become ineffective sentiment. Together they make welfare schemes inclusive, accountable and transformative.

183. [2025 Q4(b)] What are the major teachings of Mahavir? Explain their relevance in the contemporary world. (Answer in 150 words)

Mahavir's major teachings include ahimsa, anekantavada, aparigraha, satya, asteya, self-discipline and compassion for all living beings. Ahimsa asks humans to avoid harm in thought, word and action. Anekantavada teaches that truth has many aspects, encouraging tolerance and dialogue. Aparigraha rejects excessive possession and greed. In the contemporary world, these teachings are highly relevant. Ahimsa can guide peace, animal welfare and non-violent conflict resolution. Anekantavada is important in polarised societies where ideological certainty breeds hatred. Aparigraha speaks directly to consumerism, inequality

and ecological crisis. Truthfulness and non-stealing support integrity in public life. Mahavir's discipline also encourages self-control in an age of instant gratification. His message is not only religious; it is ethical and ecological. It promotes a life of restraint, empathy and respect for diversity.

184. [2025 Q5(a)] One who is devoted to one's duty attains highest perfection in life. Analyse this statement with reference to sense of responsibility and personal fulfilment as a civil servant. (Answer in 150 words)

Devotion to duty gives public service meaning beyond salary, status or power. For a civil servant, duty means lawful, impartial and compassionate service to citizens. A strong sense of responsibility helps an officer act during disasters, protect public funds, resist improper pressure and ensure last-mile delivery. Personal fulfilment arises when one's work improves lives, builds trust and aligns with conscience. Perfection does not mean absence of mistakes; it means continuous effort toward integrity and excellence. A duty-oriented officer values punctuality, preparedness, empathy and accountability. However, devotion must not become mechanical obedience. It must be guided by constitutional morality and human dignity. When responsibility is internalised, external supervision becomes less necessary. The statement conveys that the highest satisfaction in civil service comes from knowing that one has used public authority as a trust for the common good.

185. [2025 Q5(b)] To achieve holistic development goal, a civil servant acts as an enabler and active facilitator of growth rather than a regulator. What specific measures will you suggest to achieve this goal? (Answer in 150 words)

A civil servant should move from a control-oriented mindset to an enabling role. Specific measures include single-window clearances, time-bound services, simplified procedures and reduction of unnecessary compliance burden. Local enterprise can be supported through credit linkages, skill training, market access and digital literacy. Convergence of schemes in health, education, nutrition, livelihood and infrastructure helps holistic development. Officials should use data to identify gaps but also conduct field visits and community consultations. Public-private partnerships, SHGs, farmer producer organisations and civil society can be treated as partners. Grievance redress, social audits and transparency portals build trust. Regulation remains necessary for safety, environment and fairness, but it should be predictable and facilitative. Officers should encourage innovation, decentralise decisions and mentor local institutions. Holistic development requires the state to unlock people's capabilities, not merely inspect or punish them.

186. [2025 Q6(a)] It is said that for an ethical work culture, there must be code of ethics in place in every organisation. To ensure value-based and compliance-based work culture, what suitable measures would you adopt in your work place? (Answer in 150 words)

A code of ethics must be supported by systems and leadership. At my workplace, I would ensure a clear code covering integrity, conflict of interest, harassment, confidentiality, public money and respectful behaviour. Regular training and discussion of real cases would make it practical. Compliance mechanisms would include transparent procurement, file tracking, audit trails, rotation of sensitive posts and protection for whistle-blowers. A grievance and ethics committee should handle complaints fairly and confidentially. Leaders must model punctuality, honesty and non-discrimination, because culture follows conduct. Rewards should recognise ethical behaviour, not only targets. Technology can reduce discretion, but human supervision remains necessary. Periodic social audits, citizen feedback and disclosure of service standards can strengthen accountability. Value-based culture comes from internal conviction; compliance-based culture comes from rules. Both are needed so that employees know what is right and also face consequences for violations.

187. [2025 Q6(b)] India is an emerging economic power, but in some sectors allocated funds remain either under-utilised or misutilised. What specific measures would you recommend for ensuring accountability to stop leakages and gain the status of third largest economy in the near future? (Answer in 150 words)

To prevent under-utilisation and misuse of funds, accountability must cover planning, release, spending and outcomes. First, budgets should be linked to realistic project pipelines and outcome indicators. Second, public financial management systems should track funds in real time down to implementing agencies. Third, direct benefit transfer, geo-tagging of assets and e-procurement can reduce leakages. Fourth, independent audits, social audits and legislative committee scrutiny must be timely. Fifth, officials need training in procurement, project management and financial rules. Sixth, penalties for diversion and incentives for efficient utilisation should be clear. Seventh, citizen dashboards can disclose expenditure and progress. Eighth, schemes with repeated poor utilisation should be redesigned or merged. Accountability should not become fear-driven paralysis; it should enable honest decision-making. Efficient public spending improves infrastructure, human capital and investor confidence, helping India move toward higher economic status.

188. [2025 Q7] Vijay, a Deputy Commissioner in a remote hilly district, is leading rescue and relief after cloudbursts and heavy rains. His mother dies in Kerala, he has no close relative except a sister abroad, and the district situation worsens. Answer the questions on options, ethical dilemmas, evaluation and the most appropriate course of action. (Answer in 250 words)

Vijay's options are: remain fully in the district; leave immediately for the last rites; delegate charge and go briefly; or coordinate remotely after obtaining permission. The dilemmas are between public duty and filial duty, compassion for one's family and responsibility toward thousands of disaster victims, personal grief and administrative leadership, and legality of leaving during crisis. Staying back shows commitment and continuity, but may be emotionally harsh and culturally insensitive. Leaving without arrangements would satisfy family duty but may weaken relief operations and public trust. Remote coordination may not work because roads and communication are disrupted. The best option is to delegate formally to a competent senior officer with written instructions, inform the state government, ensure incident-command arrangements, schedule reviews, attend the last rites briefly and return quickly. He should also request additional officers and maintain contact through available channels. This course respects his mother and family obligations while preserving administrative responsibility. Ethical public service does not require denial of humanity; it requires balancing duties through transparency, preparedness and minimum disruption to public welfare.

189. [2025 Q8] A district administration proposes clearing ecologically sensitive forest land for housing the homeless and economically weaker sections. Answer the questions on ethical justification, challenges and alternatives. (Answer in 250 words)

Deforestation for housing the homeless cannot be ethically justified as a first resort, especially in an ecologically sensitive zone. Shelter is a human necessity and a constitutional welfare goal, but environmental integrity, tribal livelihoods and inter-generational justice are also ethical obligations. The case involves conflict between human dignity and ecological protection, present needs and future risks, administrative convenience and sustainable planning. Socio-economic challenges include homelessness, poverty, tribal dependence on forests and human-wildlife conflict. Administrative challenges include land scarcity, pressure for quick results, law-and-order claims and compliance with forest and environmental laws. Ethical challenges include whether the poor should be housed by imposing ecological costs on other vulnerable communities. Alternatives include identifying degraded or non-forest land, vertical affordable housing, in-situ slum redevelopment, land pooling, use of vacant government land, rental housing, eco-sensitive zoning and compensatory green infrastructure. Tribal and local communities must be consulted. If any diversion is unavoidable, it must pass strict tests of necessity, minimum damage, rehabilitation and ecological restoration. The most ethical policy protects both human dignity and nature instead of treating them as mutually exclusive.

190. [2025 Q9] Subash, Secretary PWD, is pressured by his son to disclose the location of a proposed road project and by the Minister to favour the Minister's nephew's infrastructure business. Discuss ethical issues, options and the most appropriate course. (Answer in 250 words)

The case involves conflict of interest, misuse of confidential information, nepotism, abuse of office, pressure from family and political executive, possible insider gains in land, and threat to public trust. Subash's options are to disclose information to his son, favour the minister's nephew, delay the project, remain silent, or act transparently according to law. Disclosure to his son would be unethical and may enable profiteering. Favouring the nephew would violate fairness in procurement and invite corruption. Delaying the project without reason would harm public interest. The appropriate option is to maintain confidentiality, refuse both pressures politely but firmly, record all official decisions, ensure transparent tendering, declare potential conflict where necessary, and keep the project process rule-bound. He may counsel his son that seeking privileged information is improper. If ministerial pressure persists, he should place concerns on file, seek written directions where appropriate and consult the Chief Secretary or vigilance mechanism. Public infrastructure decisions must be based on public need, not private gain. The ethical path protects integrity, impartiality and institutional credibility while allowing the project to proceed transparently.

191. [2025 Q10] Rajesh, an administrative officer, is pressured to purchase stationery worth ₹35 lakh from a particular vendor while rules require higher approval above ₹30 lakh. Splitting expenditure is common but against rules. Discuss options, ethical issues and the appropriate course. (Answer in 250 words)

Rajesh's options are to split the purchase to avoid sanction, process the full purchase with higher approval, seek competitive quotations or tendering, refuse the vendor-specific instruction, or delay the matter. Splitting expenditure would violate financial rules, mislead audit and compromise integrity. Blindly buying from a named vendor may indicate favouritism and harm public value. Delaying may affect office work and appear evasive. The ethical issues are conflict between career interest and rule compliance, pressure from reporting officer, financial propriety, transparency, fear of adverse appraisal and misuse of delegated powers. The appropriate course is to follow General Financial Rules. Rajesh should prepare a note stating the requirement, estimated cost, applicable approval threshold and procurement procedure. He should seek sanction from the competent authority and ensure competition unless a valid proprietary or emergency ground exists. If pressure continues, he should request written instructions and escalate through proper channels. He can still show initiative by processing the case quickly and lawfully. Good ACR cannot be purchased by compromising rules; long-term public service rests on integrity, not pleasing superiors through irregularity.

192. [2025 Q11] As district administrator monitoring MGNREGA, you find non-payment to genuine workers, poor muster rolls, mismatch between work and payments, fictitious beneficiaries, improper job cards, fund siphoning and non-existent works. Discuss reaction, actions and handling. (Answer in 250 words)

My first reaction would be serious concern because the irregularities violate the right to work, hurt the poorest workers and damage public trust. I would not stop all work abruptly, as genuine labourers should not suffer. Immediate steps would include freezing suspicious payments, ordering a time-bound inquiry, verifying muster rolls, geo-tagging works, checking bank accounts and conducting social audit with gram sabha participation. Genuine unpaid workers should be paid quickly after verification. Fictitious beneficiaries and non-existent works must be identified, and recovery proceedings initiated against responsible officials, contractors or intermediaries. FIRs and departmental action should follow where fraud is established. Job cards should be cleaned through door-to-door verification while ensuring that no eligible household is excluded. Technical sanctions must be reviewed, and future works should be approved only after transparent planning. I would set up a grievance camp, helpline and public disclosure wall in the panchayat. Capacity building of field staff, digital attendance where feasible and regular inspections would

prevent recurrence. The ethical approach combines compassion for workers, firmness against corruption, restoration of lawful processes and community monitoring.

193. [2025 Q12] Ashok, Divisional Commissioner of a border district, receives information that 200-250 people, mainly women and children, with some injured and around 10 armed soldiers in uniform, are trying to cross from a neighbouring country in civil war. Connectivity prevents immediate contact with the Home Secretary. Discuss options, dilemmas, appropriate action and precautions. (Answer in 250 words)

Ashok's options are to deny entry, allow everyone in, wait for higher orders, or provide controlled humanitarian assistance while securing the border. Denial may violate humanitarian values and risk deaths of injured women and children. Uncontrolled entry may create security risks, especially because armed soldiers are present. Waiting passively is irresponsible when lives are at stake and communication has failed. The dilemmas involve compassion versus national security, human rights versus border control, legality versus emergency discretion, and treatment of civilians versus combatants. The most appropriate course is controlled admission on humanitarian grounds after disarming and segregating soldiers. Women, children and injured persons should receive medical aid, food and temporary shelter in a secured area. Identities should be recorded, police and border forces alerted, and attempts to contact state and central authorities continued. Armed soldiers must be separated, disarmed, searched, guarded and treated according to law and humanitarian norms. No weapons should enter civilian camps. Intelligence screening, biometric records, female officers for women, child protection support and coordination with security agencies are essential. Ashok should document reasons for emergency action. This balances sovereignty, security and compassion.