



**SECTION A**

**Qn1. a) Identify five ethical traits on which one can plot the performance of a civil servant. Justify their inclusion in the matrix. (Answer in 150 words) (Lexicon +Wikipedia for definitions)**

**Answer:**

**Ethics**, also called **moral philosophy**, the discipline concerned with what is morally good and bad and morally **right and wrong**. The term is also applied to any system or theory of moral values or principles.

Ethics deals with such questions at all levels. Its subject consists of the fundamental issues of practical decision making, and its major concerns include the nature of ultimate value and the standards by which human actions can be judged right or wrong.

<b>Ethical trait</b>	<b>Reason for inclusion</b>
Accountability	Helps in Builds public trust and deters unethical conduct. Makes public officials more answerable.
Selflessness	Helps in conducting the duties properly without conflicts and cronyism.
Objectivity	Reflects the behavior of decision making and makes civils servants more impartial.
Honesty	Helps in avoiding conflict of interest and develops sense of responsibility.
Integrity	Helps in eliminating the corrupt practices and provides a requisite for more professional excellence.

Thus it can be said that to ensure transparency and fulfillment of professional obligations, the above mentioned traits are required in every bureaucrat or civil servant for ideal training programs and procedural functioning of the government.

**b) Identify ten essential values that are needed to be an effective public servant. Describe the ways and means to prevent non-ethical behaviour in public servants. (Answer in 150 words) (Britannia+Lexicon)**

**Answer:**

Ethical values are a subset of various values held by a person. Concepts such as material success, individualism, courage, hard work, prudence, compromise, competition and punctuality are value standards but are probably not seen as ethical or moral standards of right or wrong. However, standards like honesty, truthfulness, justice are used in making ethical judgements of rightness and wrongness in human behavior.

**Ten ethical values that are needed in public servant:**

1. Integrity: Consistently behaves in an open, fair and transparent manner, honours one's commitments and works to uphold the Public service values.
2. Self-Confidence: Belief in own capability to accomplish a task and being able to express confidence in dealing with challenging circumstances without being arrogant or boastful.
3. Accountability: Takes ownership for outcomes (successes or failures) while addressing performance issues fairly and promptly.



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4. Innovative Thinking: Open to change, approaches issues differently, offers alternate/out of box solutions and strives for efficiency by working smartly.
5. Objectivity: Conscience for impartial decision making.
6. Attention to Detail: Having an underlying drive to being thorough and meticulous and to comply with procedures, rules, guidelines, and standards. Digs deeper and strives to reduce uncertainties and errors.
7. Responsiveness: Addressing the demands of the public.
8. Problem Solving: Understanding a situation by breaking it into small pans, organising information systematically and setting priorities.
9. Honesty: Being Fair, trustworthy and sincere.
10. Courage: Ability to do what is required even if the odds are against.

### How non-ethical behavior can be prevented:

1. Strategic Thinking: Ability to understand dynamic internal and external environment and its impact.
2. Commitment to the organization: Aligns behaviours and interests with the needs and goals of the organisations.
3. Better use of transparency and accountability tools like RTI, social audits, e-governance etc.
4. Rewards and punishment helps in terms of performance-based bonus that encourages hard work and discourages non-ethical conduct.

Thus it can be said that, the inclusion of above mentioned values and reforms are required to make public servant more effective and work oriented.

**Qn2. a) Impact of digital technology as a reliable source of input for rational decision making is a debatable issue. Critically evaluate with a suitable example. (Answer in 150 words) (Britanica+BBC+The Hindu)**

**Answer:**

**Rational decision** making leverages objective data, logic, and analysis instead of subjectivity and intuition to help solve a problem or achieve a goal. It's a **step-by-step model** that helps you identify a problem, pick a solution between multiple alternatives, and find an answer.

**Digital technologies** are electronic tools, systems, devices and resources that generate, store or process data. Well known examples include **social media, online games, multimedia and mobile phones**. Digital learning is any type of learning that uses technology. It can happen across all curriculum learning areas.

**Digital technologies can act as a reliable source of input for rational decision, because:**

1. **Digital technologies** continue to provide opportunities to alter the decision making behavior of individuals, groups and organizations.
2. **These technologies can positively and negatively** impact the rationality and effectiveness of decision-making. **For example**, changes that help marketing managers alter consumer decision behavior may result in poorer decisions by consumers.
3. **The COVID 19 pandemic** that has changed the way we look the world has made a lot of things even classrooms online.
4. It has also made it easier to **collect and collate data** and convert it using various algorithms, which can help in **surveys like census, NFHS etc.**



5. It has made it easier to spread information and make people aware. Such as in promotion of Covid appropriate behaviour.

**Digital technologies cannot act as a reliable source of input for rational decision, because:**

1. **Many of the people left behind** are women, the elderly, persons with disabilities or from ethnic or linguistic minorities, indigenous groups and residents of poor or remote areas.
2. **The pace of connectivity is slowing**, even reversing, among some constituencies. **For example, globally, the proportion of women using the internet is 12 per cent lower than that of men.**
3. The use of algorithms can replicate and even amplify human and systemic bias where they function on the basis of data which is not adequately diverse.
4. Lack of diversity in the technology sector can mean that this challenge is not adequately addressed.

Thus it can be said that digital technology provides information but decision making is dependent on the objectivity of decision making and is also based on human values, morals and attitude.

**b) Besides domain knowledge, a public official needs innovativeness and creativity of a high order as well, while resolving ethical dilemmas. Discuss with a suitable example. (Answer in 150 words) (DK Balaji Book)**

**Answer:**

Public organisations should embrace innovation as a way to bring back a sense of purpose and mission to civil service. Innovation agenda should be explicitly discussed as a moral agenda. It has become more important as trust in democratic governments is under threat.

**Role of domain knowledge during the service period:**

1. It helps to understand nuances and dynamics of a particular field that helps in resolving clashes between conflicting values.
2. Domain expertise is able to understand nuances and dynamics of particular field that helps in resolving clash between conflicting values.
  - a. For example: IPS Sandeep Patil refuses bouquets, asks for books.
3. System of domain expertise also promotes merit, efficiency, objectivity while reducing reliance on outside expert consultation.
4. Domain expertise in civil servants helps in improving quality of decisions and service delivery, thus promoting public trust.
  - a. For example: Surender Singh Solanki – PM's award (Best innovation) – started unique solar lamp project that turned women from most backward district to green entrepreneur.

**Merely domain knowledge is not sufficient, it requires multi-faceted delivery system, such as:**

1. Having out of box solutions helps in reconciling diverging values and actions to resolve ethical dilemmas.
  - a. For example, using information and communications technology (ICT) during the COVID-19 pandemic.
2. Ability to find out of box solution that can help in reconciling seemingly diverging values/course of actions to resolve ethical dilemmas.



3. It is also important for solving emerging inter-disciplinary problems while working under political, social and economic constraints.
4. A civil servant with creativity and innovation helps in identifying the right kind of data and advice for effective policy formulation.
  - a. For example, Harjinder Singh Kukreja built chocolate Ganesha – will be immersed in milk and distributed to children.

Thus it can be concluded by saying that both the knowledge of domain expertise and innovation is required which makes the public services more accountable and transparent. It also helps in advancement of technology in the field of civil services.

**Qn3. 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 (Answer in 150 words) (Wikipedia+IGNOU)**

**Answer:**

**Perseverance** refers to the quality of the character to stay firm on the path of one's duty. A civil servant often faces difficulties in the performance of his duties. In this regard, it is important to develop the attribute of perseverance.

**The lines are said by Vivekananda- Every work has got to pass through hundreds of difficulties before succeeding. Those that persevere will see the light, sooner or later –he** has been considered as the greatest thinkers of India. His teachings made sure that there is enough attention paid on to the upliftment of humanity and also the pan whole world in equal terms.

**Tagore's quote becomes** even more relevant today when we are going through a charged political climate, time where people have taken to the streets to **publicly voice their views in a way that hasn't been witnessed** by our country in a long while. Every day, we witness debates, sometimes handled **peacefully, and sometimes provoking violence, as people try to convince each other** about the validity of their position.

Wiping out differences, be it about the question of how a government should be run or the matter of what clothes should be worn, is the primary focus of all debates. Instead, a way to unite with the differences should be sought.

Differences and disagreements should be seen as a process of **"mutual incitement"** wherein disagreeing parties are, in fact, inciting each other to think anew about established ideas or beliefs, thereby helping the society progress. The aim of holistic societal progress as such can be one such unifying factor despite keeping our differences intact.

**Take the example of Indian society.** Indian society has time and again been described as the one characterised by 'Unity in Diversity'. We have numerous differences and diversities that exist along the lines of **religion, ethnicity, language, caste etc.** In languages alone, there are about 122 languages and **1500 dialects** in India. In such a scenario, forget wiping out differences; even tolerating each other's differences won't be sustainable. Acceptance of these differences and unifying with keeping these differences intact is the only way India can move forward. The slogan of **"Sabka Saath, Sabka Vishwas"**, given by our PM, is a testament to this fact.

Thus, the aim should not be to homogenize but to harmonize.



b) "We can never obtain peace in the outer world until and unless we obtain peace within ourselves" – Dalai Lama (Answer in 150 words) (Internet-Various sources)

**Answer:**

It states that All human being's desires to be happy. We often seek happiness in the external world when we are unhappy. When the world fails to give us the object of our desires, we fight with others to fulfill our desires. As a result, we lose these and fill the world with conflicts.

The need to cherish others, to hold them dear, or to value them is mentioned first. It's worth noting that the quote doesn't limit this to a specific set of people.

The second point raised is the importance of human values. Not yours, mine, or a particular set of cultural values.

The values that most rational humans embrace, for their own and collective benefit. Finally, it is suggested that you endeavour to create inner serenity. This was the subject of a two-week-old post, and it's a deserving addition to the list.

**Why is it necessary to try to have a meaningful life?**

- We don't believe anyone wants to look back on their life and think, "**Well, that was pointless!**"
- We know we wouldn't want to be in that situation, and neither would anyone else.
- This quotation describes a meaningful life as doing three things.
- They are to value others, remember humanity's common values, and work on ourselves in search of inner peace.
- The first is a fantastic approach to make new friends.
- It can be difficult to cherish someone when you don't expect them to cherish you back.

**However, it gives life meaning.**

- By focusing on our shared values, we can limit our chances of offending others and create methods to connect with them based on our shared beliefs.
- We can lessen or eliminate stress, anger, and a variety of other bad emotions and urges by attempting to create inner calm. We are better able to connect with others and are less prone to upset them by rejecting basic human principles if we are better people.
- This gives us a wide range of options as we search for the things that will allow us to live a meaningful life. All paths, however, are built on the basis indicated in this quotation.

**Where can I use this in my everyday life?**

- I'd start by examining where you were in your life at the time.
- How much time and effort do you devote to valuing others?
- Starting with a small group and working your way up to everyone will be easier.
- How much do you value your family and closest friends? What can you do to improve it?

**Can you think of a few different approaches?**

- Now think about how you can start working outwards from a small circle to a broader circle to include people you don't know.
- Consider how well you remember other people's values, at least in the broadest sense of human values.

How well do you treat people, and how much do you respect their fundamental values? We're not talking about frills here; we're talking about the basics, like life, dignity, and so on.



c) "Life doesn't make any sense without interdependence. We need each other, and the sooner we learn that it is better for us all" – Erik Erikson (Answer in 150 words) (Self+Internet various sources)

**The statement reflects that-** The idea of freedom is always liberating. As it gives people enough space to breathe. Man was independent and could die alone. But between communication there is a great reliance on which one is built. Dependence on nature and dependence on each other. The idea of a world becoming a global village stands as a testimony to that fact.

We are taught the importance of being individuals and being responsible for our own actions, yet many of our life experiences involve others. This is true within our families, schools and workplaces where our successes and failures are determined by how well we are able to work with other people. Making smart decisions about when to rely on others and when to rely on ourselves is difficult but it holds the key to our happiness.

**Importance of independence:**

- a. It promotes confidence and self-esteem as well as motivation and perseverance in school.
- b. It fosters self-reliance, allowing your child to feel they have control over their life.
- c. It gives your child a sense of importance and belonging which is essential for building social relationships and for contributing to the world.
- d. It develops their levels of self-awareness and sensitivity towards others which teaches them to help those around them.
- e. It teaches them self-motivation as they have the freedom to find their own reasons to achieve.
- f. It provides them with the belief that they are competent and capable of taking care of themselves which makes them resilient to external challenges.
- g. It allows them to become good decision-makers as they have the freedom to consider various options before choosing the one they feel is best.

History, culture, environment and development all depend on each other. Global warming and a lack of development are a striking example of trust in today's world. In order to meet our individual needs, we need to care for the community around us and the environment.

**Qn4. a) Attitude is an important component that goes as input in the development of human beings. How to build a suitable attitude needed for a public servant? (Lexicon) (Answer in 150 words)**

Attitude is part of social Psychology. Social psychology is a specific branch in psychology which tries to understand and explain how the thoughts, feeling and behaviour of individual influence as well as gets influenced by one another.

Attitude is a learned tendency to act, think and feel in particular ways towards a class of people, object, place or an event. It can be positive, negative, neutral or ambivalent evaluation of stimuli present in our environment.

**Attitude in development of human beings:**

1. Knowledge function: Attitude helps us to understand otherwise overwhelming amount of information in the world. They are shortcuts, helping us to simplify our perception of the world so that it becomes more manageable, controllable and safer.
  - a. Eg - people who are not familiar with nuclear energy may develop an attitude that it is dangerous and should not be used as an energy source.





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2. Utility: The utilitarian function exists in attitudes that maximise rewards and minimise punishments obtained from attitude object. If a person holds or expresses socially acceptable attitude, other people will reward them with approval and social acceptance.
  - a. Eg – politicians show positive attitude towards reservation as in help in getting votes.
3. Value expression Attitudes are manifestation of our values. Attitude helps us to relate to ourselves & to others, presenting a fairly unified image which helps to establish our identity for both ourselves and for others. The attitude we express help communicate who we are & may makes us feel good because we have asserted our identity.
4. LaPiere's study is often cited as evidence that there is little or no relationship between attitudes and behaviour.
  - a. We have negative attitude towards corruption, but degree of our action is different. Many of us will join the protest march, many of us will like anti-corruption related Facebook page and still some of us will just talk about it.

### How to build a suitable attitude for public servant:

1. By Instruction – by parents, teachers, social institutions etc
2. Instrumental conditioning – Reward and punishment Behaviour or attitudes that are followed by the consequences are reinforced and are more likely to be repeated than behaviour and attitudes that are followed by negative consequences.
3. Observation learning- Children watch the behaviour of people around then and imitate what they see. "The Bobo doll experiment" focused on how children learn aggression through observation.
4. Role modelling- People, particularly children, try to emulate the people they admire, and this include accepting the attitudes held by these people as one's own.
5. Social comparison- When owns attitude corroborates with those held by significant others, they are accepted as being accurate response to attitude object.

Effective attitude change program includes methods and tools which appeal to three components of attitude. And attitude change also takes place when the present attitude no longer serves its function and individual feel blocked or frustrated.

**b) In case of a crisis of conscience does emotional intelligence help to overcome the same without compromising the ethical and moral stand that you are likely to follow? Critically examine. (Answer in 150 words) (Lexicon+Britanica)**

**Answer:**

'Crisis of conscience' is a time when people are worrying because they think that they have done something unfair or morally wrong. It is about a person's moral sense of right and wrong which acts as a guide to his or her behaviour reaches a crisis point when a difficult or important decision must be made. There has always been demand worldwide for an unqualified legal right to refuse work activities that violate employees' ethical, moral, personal, or religious convictions or beliefs i.e. their conscience.



**Role of Emotional Intelligence in overcoming crisis of conscience without compromising the ethical stand are as follows:**

1. Emotion can motivate us to take actions.
  - a. For eg – Compassion is empathy in action. Emotion derives charity. It is emotion that has lead Bill gates, Azim Premji and others to give all their wealth for charity purpose.
2. Emotions can help in decision making.
  - a. For eg – Land acquisition, displacement, farm load waiver, Memory is also strongly linked to emotion. By learning to stay connected to the emotional part of our brain as well as the rational, we'll not only expand your range of choices when it comes to responding to a new event, but we'll also factor emotional memory into our decision-making process. This will help prevent us from continually repeating earlier mistakes.
3. Emotional intelligence gives internal strength to individuals that can enable them to act with integrity and withstand adverse situations.
  - a. For eg: Crisis of conscience is case of coerced corruption or an order from senior which goes against established ethical standards.
4. Helps in Self-awareness: to understand what emotion one is going through. Emotional awareness and self-confidence are two things which lead to self-awareness. People with self-awareness understand their emotions and don't let their feelings rule them. They are also willing to take an honest look at themselves.
5. It can also help in reconciling apparently divergent values which may be causing the crisis of conscience.
  - a. For eg, EI can blend objectivity of law with subjectivity of emotions leading to compassionate justice.

Thus we can say that, emotional intelligence may not be sufficient in resolving all the problems related to crisis of conscience but it will help in maintaining regulation social values and rules an actor's guide to solve the code of conduct problems.

**Qn5. a) "Refugees should not be turned back to the country where they would face prosecution or human rights violation." Examine the statement with reference to the ethical dimension being violated by the nation claiming to be democratic with an open society. (Answer in 150 words) (UN blog+ Other sources)**

India harbors one of the largest populations of refugee despite not signing UN convention on Refugee. The crisis has brought together a host of different actors, with multiple, contrasting projects, intentions and motivations. This obviously includes refugees and migrants, but also those who police and regulate migration, those campaigning for more of it, those who support migration for personal benefit, and those who aid migrants out of solidarity and compassion.

In the face of the desperate plight of refugees, virtually all moral and political philosophers, regardless of their general position on immigration controls, argue that states have a duty to grant asylum: **people must not be turned back to countries where they would face persecution or severe human rights violations.**





Not only have we been forced to question the politics and ethics of engagement, including researching and reporting of the crisis, but we have also been compelled to reevaluate our understandings of hospitality, compassion, justice, citizenship, borders and migration.

**Measures to be taken for solving the ethical dimensions involved:**

1. Establish a long-term agenda for furthering the collaboration between academic research, civil society, education and the cultural sectors via avenues of creative expression.
2. Engage with young people, families and local community groups from backgrounds traditionally under-represented in the arts and cultural heritage sector.
3. Engage with national and international civil society organisations active on issues of (forced) migration to demonstrate how arts projects can inform their work and contribute to their agendas.
4. Devise ways of challenging negative representations in media and government discourse by bringing in direct voices and sensitising the public through stories of Calais camp residents.

Responsibility sharing for refugees is one of the greatest weaknesses in the current international system. While the UN Refugee Agency (UNHCR) struggles to meet its funding needs for refugee protection in developing countries, wealthy States are increasingly devoting their resources to keeping refugees and migrants outside of their realms.

**b) Should impartial and being non-partisan be considered indispensable qualities to make a successful civil servant? Discuss with illustrations. (Answer in 150 words) (Dk Balaji book)**

**Impartiality** is unbiased behaviour. Decisions taken on objective criterion rather than any bias or prejudice. Biasness is inclination on some at the cost of others. Partiality is the result of bias attitude. Partiality is behaviour and biasness is attitude.

**Impartiality is the principle** of justice holding that decisions should be based on objective criterion rather than on the basis of bias and prejudice.

**NON-PARTISANSHIP: Not taking any active participation in the politics of the day.** There might be changes in political leadership but the civil servant will be unfailingly offering technical advice to the political master keeping himself aloof from the politics of the day.

**Political partiality** is passive in nature while political partisanship is active in nature. Partiality does not automatically lead to partisan behavior.

**Justification through examples:**

1. Scams take place with nexus of politicians and civil servants - 2G scam, common wealth scam, coal gate, **Vyapam scam, UP medical scam etc**
2. **Riots –Sikh riots, Gujarat riots etc**
3. Many a times government choose bureaucrats on caste line like **Kurmi in Bihar, Yadav in U.P, Mina in Rajasthan, Reddy in A.P.**
4. There are some civil servants of ministers.
  - a. **E.g.: Rakesh Asthana, Nripendra Misra Unfortunately** in the last few decades, Indian has seen corrosion of these two values of civil services.
5. This has led to the **emergence of personal affiliations** between the ministers and the civil servants leading to politicisation of civil services. Politicisation has further lead to corruption and absence of Public service which is central to any administrative system.



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It has led to frequent use of transfers, suspension and disciplinary powers by ministers against civil servants who do not act in their favor. It has resulted in factionalism, group rivalry and casteism among ministers and civil servants.

**Qn6. a) An independent and empowered social audit mechanism is an absolute must in every sphere of public service, including the judiciary, to ensure performance, accountability and ethical conduct. Elaborate. (Answer in 150 words) (DK balaji book)**

**Answer:**

Social audit is a process of reviewing official records and determining whether state reported expenditures reflect the actual monies spent on the ground. It is a formal review of a company's endeavors, procedures, and code of conduct regarding social responsibility and the company's impact on society. A social audit is an assessment of how well the company is achieving its goals or benchmarks for social responsibility.

- a. A social audit is a formal review of a company's endeavors, procedures, and code of conduct regarding social responsibility and the company's impact on society.
- b. A social audit is an assessment of how well the company is achieving its goals or benchmarks for social responsibility.
- c. Ideally, companies aim to strike a balance between profitability and social responsibility.

**Social audit is must to ensure performance, accountability and ethical conduct because:**

- a. It improves system efficiency and efficiency while having a positive impact on governance.
- b. Public audits are used to determine whether the benefits intended for an individual or community have reached them.
- c. Emphasizes the importance of the voices of the participants, especially those who were neglected / poor whose voices are rarely heard. The 73rd Amendment to the Constitution, **for example**, gave Gram Sabhas the authority to conduct public research studies in other fields.
- d. The public research approach incorporates human participation and monitoring and research needs.
- e. The goal of public auditing is to develop local government, which is to promote accountability and transparency on local roads. Regular public audits help improve system accountability and openness.

Although social auditing has been very important, it still requires awareness to increase your access to more people. Administrative and political co-operation is needed to make a better social audit. A legal support or national legislation should also be considered.

**b) "Integrity is a value that empowers the human being". Justify with suitable illustration. (Answer in 150 words) (Lexicon)**

Sound moral convictions, the character of uncorrupted qualities, uprightness, honesty, and sincerity are all examples of integrity.

A person with integrity "consistently operates in an open, fair, and transparent manner, honours one's promises, and works to uphold the Public service ideals," according to the Ministry of Personnel.



**"Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the discharge of their official obligations,"** according to the Nolan committee on principles of public life.

**Financial honesty is only one aspect of integrity.**

- The office of public trust should be treated as such.
- Transparency, openness, bravery, fairness, and justice are all important factors in establishing trust and confidence.
- Integrity in public officials fosters interpersonal trust. Integrity creates trust by referring to activities that result from a set of well-ordered commitments and values.
- The ability to rely on and have faith in the behaviour of others is referred to as trust.
- Integrity and trust are essential components of all social interactions.
- Integrity is especially important in public administration, as solving interrelated problems requires collaborative, corroborative, and collective efforts.

**As a result, in public officials, character, particularly integrity, is critical.**

- Public servants are trained or given extensive instructions on the different laws, rules, regulations, and procedures that regulate their employment in an organisation under ethics of compliance.
- After learning about these issues, public employees are expected to adhere to them religiously.
- Public servants learn to obey a set of externally imposed commands during this procedure.
- They cannot, however, think morally on their own.
- In contrast, ethics of integrity aims to teach public workers the essential skills to analyse moral issues on their own.
- They are educated in areas such as public service ethos, ethical standards and ideals, and ethical reasoning procedures.
- Public workers who use these talents will behave themselves in an ethical manner.
- Integrity ethics leads to the development of moral character, including self-awareness and moral autonomy.
- Rather of external mandates and sanctions, it relies on internal, positive, proactive, and voluntary activities of public servants.

**High Standards of Integrity in Public Life- Case Studies/Examples:**

**TN Seshan:**

He was India's 10th Chief Election Commissioner (1990–96), who changed elections in the country by virtually eliminating malpractices and redefining the status and visibility of the Election Commission. Poll reforms ushered in by him would frequently put the political class and their cronies in the media against him, the election watchdog, leading to him being dubbed "Al-Seshan (Alsatian)" to the point that electoral "battles" would be dubbed "Seshan vs Nation."

But he stayed firm, and T.N. Seshan's name is now synonymous with efficiency and transparency.

**The Business of Corruption: Personal Integrity Without Moral Integrity:**

- In India, the corruption business is run with the utmost integrity.
- Consider the case of bribery.
- Each level and hierarchy has a predetermined "cut."



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- Nobody takes more than their share, and money is freely handed up the ranks.
- Another example is transfers and postings, where the bribe is refunded if the intended transfer is not made.

**SECTION B**

**Qn7.** Sunil is a young civil servant and has a reputation for his competence, integrity, dedication and relentlessness in pursuit of difficult and onerous jobs. Considering his profile, he was picked up by his bosses to handle a very challenging and sensitive assignment. He was posted in a tribal-dominated district notorious for illegal sand mining. Excavating sand from river belts and transporting it through trucks and selling them in the black market was rampant. This illegal sand mining mafia was operating with the support of local functionaries and tribal musclemen who in turn were bribing selected poor tribals and had kept the tribals under fear and intimidation.

Sunil being a sharp and energetic officer immediately grasped the ground realities and the modus operandi followed by the mafia through their devious and dubious mechanism. On making inquiries, he gathered that some of their own office employees are in hand and glove with them and have developed close unholy nexus. Sunil initiated stringent action against them and started conducting raids on their illegal operations of the movement of trucks filled with sand. The mafia got rattled as not many officers in the past had taken such strong steps against the mafia. Some of the office employees who were allegedly close to the mafia informed them that the officer is determined to clean up the mafia’s illegal sand mining operations in that district and may cause them irreparable damage.

The mafia turned hostile and launched a counter-offensive. The tribal musclemen and mafia started threatening him with dire consequences. His family (wife and old mother) were stalked and were under virtual surveillance and thus causing mental torture, agony and stress to all of them. The matter assumed serious proportions when a muscleman came to his office and threatened him to stop raids etc., otherwise, his fate will not be different than some of his predecessors (ten years back one officer was killed by the mafia) (Answer in 250 words) (Self prepared+Reference from Lexicon case study)

**Answer:**

Stakeholders	Ethical issues
Sunil- a competent civil servant with his integrity, dedication and honesty. Employees working under Sunil Mafia Family members of Sunil- wife and mother Local functionaries	Professional values vs personal values  Family security vs integrity towards the services

**a) Identify the different options available to Sunil in attending this situation**

1. Option 1: He should try to stop the raids.
2. Option 2: take actions against mafia, local functionaries, corrupt subordinates.
3. Option 3: taking no action and rescuing himself by asking for a transfer from higher authorities.



**b) Critically evaluate each of the options listed by you.**

1. Option 1: He should try to stop the raids
  - a. Merits-
    - i. it will help him to secure the life of his family members and himself full stop
    - ii. it will give confidence to the local functionaries and mafias which will ultimately lead to no threat to him in future.
    - iii. It might help him taking some luxury and involved in corruption to lead up peaceful life.
  - b. Demerits:
    - i. It will compromise his job and it will lead to dishonesty towards the services.
    - ii. It will hamper his image in the public domain, the respect will be lost in a larger perspective.
    - iii. It will lead to corruption in the system.
    - iv. The most important is the loss of environment which will be hugely impacted.
2. Option 2: take actions against mafia, local functionaries, corrupt subordinates.
  - a. Merits:
    - i. Help in checking the corruption in the public services.
    - ii. The higher officials will ensure the safety of his family and himself.
    - iii. It will give confidence to the tribal authorities to not get intimidated by the mafia.
  - b. Demerits:
    - i. His family and he himself will get into trouble because of his actions.
    - ii. Some higher officials or colleagues might be involved in the corrupt practices and it will backfire on this Sunil.
    - iii. Sunil might face continued resistance from the subordinate officers we're not taking any action.
3. Option 3: taking no action and rescuing himself by asking for a transfer from higher authorities.
  - a. Merits:
    - i. Sunil will be able to work in peace for the upcoming assignments.
    - ii. He and his family will be living a peaceful life without getting into any trauma or agony.
  - b. Demerits:
    - i. This action will give confidence to the mafia to continue the illegal practices of sand mining.
    - ii. This will also compromise the obligations and commitment of a duty with Sunil has to adhere upon.
    - iii. The corruption in these services will continue forever.
    - iv. The tribals will always be living in fear from such mafias.



c) Which of the above, do you think, would be most appropriate for Sunil to adopt and why?

1. According to me, the Sunil should **choose the first option** available as it might lead to a mental trauma but he would be able to serve his duty properly and his professional ethics or integrity would be maintained throughout these services.
2. By taking such action it will stop mafias from conducting such activities, the local tribal people will get a government support and might lead to raising their voices towards such activities in the future.
3. By saying such action, the government might provide some security and support to Sunil and the whole crime can be exposed by local functionaries to the public servants who are already involved in the crime.
4. It will set up right president and encourage the officers in the country to not get involved against crime and discourage such employees to take actions against the government.

Best to conclude we can say that a true spirit and respect to its duty is the important roll office civil servant. As we have already seen so many examples in the previous year's one of them is **Abhinandan Vardhaman** who was caught by a neighbor country but made the nation proud by adhering to the principles of his duty.

**Qn8. You are Vice Principal of a degree college in one of the middle-class towns. The 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 the annual examination, the flying squad which 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 the son of a local politician who was responsible for getting college affiliated to the present reputed university. The second student was the son of a local businessman who has donated maximum funds for running the college. You immediately informed the management regarding this unfortunate incident. The management told you to resolve the issue with the flying squad at any cost. They further said that such an incident will not only tarnish the image of the college but also the politician and the 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 the 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 are demanding strict action against defaulters. (Answer in 250 words)**

a) Discuss the ethical issue involved in the case.

The following are the ethical questions raised in the preceding case:

1. Moral strength test: the current scenario is also a moral strength test for me, because on the one hand, I have a profitable possibility to become the college's principal and on the other hand I have a responsibility to do the right thing.
2. Professional ethics: this scenario puts my professional ethics to the test. It remains to be seen if I am capable of performing my duties without regards for fear or favor.
3. Impartiality: the current circumstances raises the ethical question of impartiality, because the examination process must be fair to all students, and any indulgence for a few students will detract from the process overall fairness.



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4. Professional integrity is the most important ethical concern in this situation while this senior lecturer's professional integrity has been compromised, the scenario also puts my own integrity to the test, as it presents a conflict between my values/duties and personal interest.

**b) Critically examine the options available with you as Vice Principal. What option will you adopt and why?(Self prepared+Reference from Lexicon case study)****As a vice principle, I have the following options:**

1. To allow the Flying Squad/ concerned authorities to take appropriate disciplinary action against the senior lecturer and the two pupils in accordance with the protocol.
  - a. Merits:
    - i. It will set a good example for others to follow in future.
    - ii. It will serve as a deterrent to teacher's corruption and malpractices.
    - iii. It will put an end to the student's protest.
    - iv. It will ensure that protocols are followed to the letter and spirit.
    - v. It will boost the colleges credibility.
  - b. Demerits:
    - i. It might ruin the reputation of the concerned student's families.
    - ii. It may result in negative publicity for the college.
    - iii. My prospects of being promoted will be reduced.
    - iv. It could have a financial impact on the college.
2. To persuade the Flying Squad not to take action, and then to punish the boys and the lecturer following an internal investigation:
  - a. Merits:
    - i. It will save the two students and lecturers career.
    - ii. It will demonstrate my capacity to handle a situation.
    - iii. It will save the colleges reputation and patrons in the short run.
  - b. Demerits:
    - i. It could lead to more situations like this in future.
    - ii. It will jeopardize the integrity of Fair trials.
    - iii. The protest will be exacerbated as a result.
3. To follow the recommendations of the school administration and strive, at all cost, to resolve the problems without retaliating against the students:
  - a. Merits:
    - i. Politicians and businessmen will continue to support the college with political and financial support.
    - ii. It could increase the likelihood of my promotion in being a principal.
    - iii. In short term, dissolution will save the college reputation.
  - b. Demerits:
    - i. It will set a negative example for others in future.
    - ii. It will put my professional ethics, morality, integrity in jeopardy.
    - iii. It will damage the colleges reputation.

I will choose the first option as my priority. Even if it may harm the colleges reputation and jeopardize my advancement it is the best course of action because:



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As achieving advancement through unethical means will violate the principle of purity of means and goals, it will be a violation of the sanctity of means. This choice will be equitable to all students who wrote their test honestly. Furthermore, the involvement of a senior lecturer in the incident emphasizes the need for swift action.

**Qn9. 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 the next two years by 30 June 2021, since the 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 the 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 a minimum of 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 the inspecting team on the ground that it was a minor crack that will not in any way impact the strength and durability of the bridge. He ordered you to overlook the observation of the inspecting team and continue working with the 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 a far relative of the minister and he wants him to finish the project. He also gave you a hint that your further promotion as an additional chief engineer is under consideration by the ministry. However, you strongly felt that the minor crack in the pier in 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. (Answer in 250 words) (Self prepared+Reference from Lexicon case study)**

**a) Under the given conditions, what are the options available to you as a project manager?**

**As the project manager, I have the following options:**

1. I have the option of continuing with job because my boss, the chief engineer, has overridden the inspection teams finding.
2. Because I believe the projects quality is being jeopardized and I have expressed my concern towards my superiors, I can request my removal from the project to avoid being held responsible in the event of contingency.
3. I can also conduct a more thorough investigation into the situation and bring it to the attention of high political figures or the chief minister himself.

**b) What are the ethical dilemmas being faced by the project manager and his response to overcome such challenges?**

**The project manager faces the following ethical dilemmas:**

1. While moving on with the project will meet the end goal of a timely inauguration and my promotion, it will compromise the integrity of the means involved.
2. Budget versus service quality: while removing the three pillars may increase the project's cost and time overtime, especially if the chief engineer deems it necessary, continue will jeopardize the quality of service delivery.



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3. Personal interest versus public interest: moving on with the project will almost certainly result in a promotion, but it may also put the lives of countless citizens into grave danger.
4. Institutional ethics versus organizational effectiveness: while the project manager will be praised for his efficiency for completing the project on time, it will jeopardize his administrative ethics.

**c) What are the professional challenges likely to be faced by the project manager and his response to overcome such challenges?**

**The following are some of the professional challenges that the manager is likely to face:**

1. Career advancement: the project manager's career prospects are concerned to the project's completion.
2. If the project fails and the bridge collapse, the project manager may be held guilty for a departmental or judicial investigation.
3. Bribery: do to look poor quality of the materials utilized, the project manager confronts the task of combating corruption in his department.
4. Push from higher authority: the project manager was pushed by the chief engineer to continue working at the same place.
5. Government coercion: the contractor is a minister's relative, the chief minister wants to start work on the project before the elections.

**The project manager can overcome these obstacles by doing the following:**

1. And the thing and investigation into the quality of material used and if an abnormality is discovered issuing a show cause notice to the parties involved.
2. Involving a third party to undertake an unbiased survey on the corridors fitness and Wellness.
3. Presenting a thorough report on the findings and sending a copy of it to the chief minister the concerned ministry and the chief engineer the chief secretary and the state vigilant officer.

**d) What can be the consequences of overlooking the observation raised by the inspecting team?**

**Neglecting the inspections team's observations may have the following consequences:**

1. The corridor may collapse posing a serious threat to the people's lives, property.
2. The project failure will reflect badly on the department as well as the state's political leadership.
3. Ignoring the inspection teams finding will also entail ignoring the project slope material quality
4. It will also have the effect of encouraging nepotism in government and project management

**Qn10. The coronavirus disease (COVID-19) pandemic has quickly spread to various countries.**

As of 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 modes of teaching-learning-evaluation and certification. Online mode became popular during these days. (Answer in 250 words) (Self prepared+Reference from Lexicon case study)

India was not prepared for a sudden onslaught of such a crisis due to limited infrastructure in terms of human resources, money and other facilities needed for taking care of this situation. This disease did not spare anybody irrespective of caste, creed, religion on 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 a large number of people and patients were pouring into the 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 a highly infectious disease and resources and infrastructure are limited?

If I were the hospitals administrator, I would use the criteria and justifications below to assign my clinical and non-clinical employees to the patient:

1. First of all, and importantly I would establish strict procedures requiring that no one work within the hospital premises without a mask and face protection. The safety of clinical and non-clinical employees particularly those of who are directly working with COVID positive patients must be prioritized.
2. Every member of the hospitals clinic and non-clinical personnel must have a personal protective equipment gear.
3. Frequent sanitization of the hospital premises must be emphasized as a part of routine.
4. Any clinical or non-clinical staff employees as well as their family members who became infected with the virus will receive free medical assistance under the protocol.
5. If it is a public hospital, I would strongly push the state government to grant aid Social Security benefits to the employee's facilities at the same time I would submit a pr.... To my hospitals frontline employees.

b) If yours is a private hospital, whether your jurisdiction and decision would remain the same as that of a public hospital?

1. As the administrator of the private hospital I would maintain my dedication to public health. Additional actions that I would take are as follows:
2. I would try to reduce my staff's workload as much as feasible under the circumstances by recruiting more people rotating shifts and providing intermittent rest and breaks.
3. Medical expenses would be assessed according to the patient's financial ability using both formal and informal verification methods such as tax filing and assets.
4. I would ensure that my employees are adequately protected from infection such as through vaccination and the provision of high quality protective gear.

As an administrator in a public or a private hospital during a pandemic my ethics compelled me to provide public service in difficult circumstances. As a private administrator, I have the chance to address the conflict in my conscience by providing extra care for my employees and addressing the need for health care equity.



**Qn11.** A reputed food product company based in India developed a food product for the 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 domestic consumers with almost the same quality and health benefits. Accordingly, the company got its product approved by the domestic competent authority and launched the product in the 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 the 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 that 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. (Answer in 250 words) (Self prepared+Reference from Lexicon case study)

The following are the stakeholders in this scenario:

1. Company- breached the contract, endangering the public health
2. Authority that is competent
3. The general public- who is adversely affected by poor food quality

**a) What action do you visualize 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 the domestic market?**

As a relevant authority I have the following options:

- Take firm action against the company, levying hefty fines and punishing wrongdoings in accordance with the law because the company:
- First it broke the rules it stated in its prospectus for obtaining clearances. As a result, deceiving the government by concealing the genuine facts or task to be contacted later is illegal.
- Second through an announcement it departed from the commitment made to the general public in the home market. This is a crime against the general public.
- Criminal charges against top officials should be based on a graded reaction based on the public health consequences, such as carcinogenic or genetic effects or effects on the children and so on.

**b) What course of action is available with the food company to resolve the crisis and bring back its lost reputation?**

To overcome the problem and reclaim its reputation, the corporation can adopt the following steps:

1. Quality norms can be elevated by changes in quality control governance that include a direct channel of communication between top management and the managing manufacturing floor.
2. Internal communication emphasizing quality and health over short term profitability should be reflected in the benchmarking using national and genuine contributions for wrongdoings should be expressed in a public apology.

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3. Examine the company's value and method for instilling them in employees, middle management, and the top management. It is possible that new leadership is required.
4. Right taking such steps the corruption can regain the trust of general public in both domestic and international markets, as well as the trust of competent authorities, allowing it to reclaim its trans tarnished reputation.

**c) Examine the ethical dilemma involved in the case.****The ethical dilemmas that the company faces are:**

1. More profit earning versus integrity to the Corp occupation or work
2. Personal gain versus duty to the wider public
3. Right to free trade versus unethical business practices

**Qn12. Pawan is working as an officer in the State Government for the last ten years. As a part of the routine transfer, he was posted to another department. He joined 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 a 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 the boss's style of functioning to show him in bad light highlighting his shortcomings and humiliating him 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 the loss of confidence, self-esteem and equanimity. Pawan realized that his relations with his senior officer are becoming more toxic and due to this, he 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 of 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. (Answer in 250 words)**

**(Self prepared+Reference from Lexicon case study)**

**a) What are the options available with Pawan to cope up with the situation?**

**Pawan has the following alternatives for dealing with this situation:**

1. Resign from the existing job: this is a form of escapism and a lack of bravery. His personal responsibilities would be jeopardized as well.
2. Take a leave of absence from the work: this will provide pawan with a brief relief, but when he returns, he will face the same challenges.
3. Request a transfer to another department: this is an administrative decision over which one has little power.





4. Ignore his boss at work: quality of work and coordination will decline. This could make him uninterested in his work as a whole.

**b) What approach Pawan should adopt for bringing, peace, tranquility and a congenial environment in the office and home?**

**As previously stated, the senior officials have a cumulate to us personal life, about he should not be used as an excuse for his emotionally unhealthy work behavior:**

1. One can make an effort to be friendly with his seniors for a period of time but if this is not reciprocated, he should pursue other options.
2. Emotional intelligence is critical for anyone's overall development and a healthy life. Of and should practice skills like yoga and meditation to learn this.
3. Family interaction and dialogue are critical for emotional well-being. A man has to talk to his wife about his position.

**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?**

**As an outsider I believe that under the current scenario, and intervention by any higher authorities required. A transparent committee should be involved to establish to oversee and probe the problems:**

1. If the committee deems the senior officials guilty after a thorough inquiry, he must face severe consequences in order to set a good example of professionalism.
2. To keep the office in a state of peace and harmony, seminars and team building activities should be held on a regular basis. Emotional intelligence, empathy, compassion, as well as team spirit should be taught to the students.
3. Pawan must be taken to a counseling center if necessary.

**d) In the above scenario, what type of training would you suggest for officers at various levels in the government offices?**

**I would recommend the following kind of training for government officers:**

1. Training in assertiveness: exercising power without being condescending to others fostering team team spirit and cooperation
2. Relaxation training is a combination of physical activity and mediation that helps to keep the body and mind in good form.
3. Sensitive training entails being aware of how one's actions affect those around them.
4. Role playing training: to understand the challenges and end restrictions of the others by looking at the situation from their point of view.