

VAJIRAM & RAVI

GENERAL STUDIES

Ethics Full Length Test

Time allowed: Three Hours

Maximum Marks: 250

ADMIN. NO.:

NAME:

UPSC Roll NO.

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EMAIL.:

SUBMISSION DATE:

UPSE CSE 2025
AIR - 293

QUESTION PAPER SPECIFIC INSTRUCTIONS

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

There are **TWENTY** questions printed in **ENGLISH**. All the questions are compulsory.

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

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

Evaluator Code: _____

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

Evaluator/Reviewer Suggestions

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Evaluator/Reviewer Suggestions



Section - A

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

1. Write short notes on the following in 75 words each:

(i) Role of Intellectual Integrity in administrative decision making.

(ii) Role of Citizen Charter in good governance.

(10 marks, 150 words)

Intellectual integrity allows one to remain true to values and beliefs.

role of intellectual integrity

- ① Use of discretionary powers in public goods
* emergence of patents under Patents Act
- ② Transparency in decision making → explaining reasons
- ③ Accountability to laws & constitutional morality
- ④ Not misplacing sympathy for corrupt persons
- ⑤ Frank and honest advice to politicians E. Sreedharan advised on gauge size in Koucky Reid
- ⑥ Spirit of law over letter of law

b) Citizen charters make citizens active participants in governance

Role of Citizen's Charter

- ① Regate of citizens highlighted
Eg Delhi Jal Board - prices
- ② Awareness of rights
Eg Chennai Metro - understand use
- ③ Timelines for service delivery Eg RBI
- ④ Responsibilities of beneficiaries
= Duty Eg NTPC charter
- ⑤ Governance Redressal mechanism → to safeguard the rights (Remedy)

Thus citizen charters are crucial for operationalising the "Swachh model" (2nd Arc)

(Don't write anything in this part)

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

(10 marks, 150 words)

Family and schools are the first agents shaping the values of an individual.

Similarities b/w family and school's role

- ① Inculcation of social values and good behaviour
- ② Role modelling ← parents / teachers
- ③ their beliefs and conviction

Differences

<u>Family</u>	<u>Educational Institution</u>
① more focus on <u>care & love</u>	① focus on <u>discipline</u>
② <u>reinforce</u> family rules	② <u>Discipline</u> exposure
③ Train for <u>informal society</u>	③ Train for <u>formal society</u>

④ More
Orthodox

⑤ Religious

④ More adaptable
to modern times

⑤ Secular
mostly

Both can complement each other's role by:

① Family to teach respect and pro. social behavior
↳ Schools to teach tolerance & competence

② Coexistence of family and competition and cooperation of sports in school

③ Family → general ^{personal life} ethics
Schools → professional ethics
↳ professional life

This shall ensure development of a well rounded citizen.

3. "Tolerance is not just about accepting differences; it is about appreciating and celebrating diversity." Discuss the importance of tolerance for governance. How can civil servants foster a culture of tolerance and inclusivity in a diverse country like India? (10 marks, 150 words)

Tolerance is crucial
for governance in the
diverse and pluralistic
context of Indian society.

Importance of tolerance
in governance

- ① Work in public interest
without bias or prejudice
↳ no caste or gender bias
- ② Appreciate competing views
↳ environment & development
⇒ CIA
- ③ managing emotionally explosive
situations ↳ protests, riots
- ④ make the citizens feel
heard ↳ grievance redressal
- ⑤ First step towards
constitutional change ↳ child
marriage
- ⑥ International negotiations

① agreed upon 420 Leaders Declaration

Civil servants can foster tolerance and inclusivity by

- ① Being role models
↳ non-pentagonship & bias
↳ IAS officers taking water from debit meters
- ② Emotional intelligence and high motivation to entertain all views
- ③ Pro-active attitude to engage public in governance
↳ social audits, Bharose Lekh by IAS Prashant Nair
- ④ Continuous training & sensitization
↳ LABTA inputs

This shall achieve the objectives of Sabha Satchi, Sabha Vikas

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

Character is an expression of the virtues and values of a person - known through behavioural attitude.

Private life can be a more accurate representation of character.

- ① No fear of being judged
- ② No force of public scrutiny
~~is~~ secret in public life but religiously biased in private life.
- ③ Treatment of animals - shows morality as per bandhi

④ But, private ethical life cannot always predict character!

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- ① Honest in private life but corrupt in public life
↳ justified as for sake of family
- ② mean power in public life
= test character
↳ private life is based on equality
- ③ Private studies may not predict public behaviour
ultimately this counts
- ④ Responsibilities and conflicts of public lives are different.

Ultimately, the character is an expression of virtues of a person in various situations. It must be the virtues that must be developed by consistent good acts.

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

Accountability mechanisms are crucial to ensure that actions in public life align with laws and public values.

Accountability mechanisms are crucial

- ① uphold responsibility of executive to public good
eg. parcheysals, social audit
- ② ensure efficiency in governance of funds (eg. CAG audit)
- ③ transparency and right to information (A'19) → needed for citizen participation
- ④ ultimately accountability to people (eg. parliament, elections)
- ⑤ discover and address delays & issues

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⑥ Find and eliminate corrupt officers

But, these mechanism may often lead to delays & inefficiency.

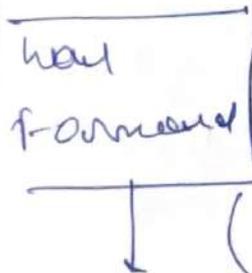
① Stifles innovation due to fear of prosecution

② Rules become ends

③ Focus on money instead of outcome and performance

eg CAR audits

④ Used to harass honest civil servants eg ED, CBI



① Committee based decision to disperse responsibility
(2nd ARC)

③ Delegation of power to lower levels

② Ethical training of officers → reduce need of accountability

They shall ensure balance of accountability and efficiency

(Don't write anything in this part)

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6. What does each of the following quotations convey to you in present context?
- a) "Reason is, and ought only to be the slave of the passions, and can never pretend to any other office than to serve and obey them." - David Hume
(10 marks, 150 words)

The quote ~~part~~ brings out the impacts of passions over reason of a person

Reason is a slave to passion

- ① Good guides action
Eg Harshad mehta scam
- ② Survival instinct guides behaviour
Eg ethical action when punishment is high
- ③ Need of self-actualisation guides altruism (nobles)
Eg charity
- ④ Ethical egoism → to work for personal gains

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But, often will power allows reason to keep passions in check.

- ① Courage of conviction to stand one's ground & fighting for nation
- ② Discipline for a healthy life of yoga, meditation, avoid junk food
- ③ Ethical acts only for respect of moral law (Dharma)
- ④ Constant self improvement & at cost of pain in short term for long term gain.

Ultimately, Eudaimonism can be achieved by balance of Passions, Reason and Will.

(Don't write anything in this part)

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

challenge and controversy
can often serve as a
test of true values of
a person.

moments of comfort don't
test character

beneficial
behaviour

↳ more resources
to pass

↳ Not pressured by
circumstances

Adversity judges character

① Brings out priorities

↳ hoarding of equipment
during covid-19

② Strength of character
to endure difficulty

↳ Ashoka Khemka
despite 13 attempts

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- ③ Courage is needed to be ethical — endure pain for virtue.
- ④ Shows community values
↳ social media to help COVID-19 patients.

But often power checks character, not adversity

- ① More opportunity to influence others.
- ② More resources at disposal & Discretion
- ③ Grey areas of work

Ultimately, the virtues must be strengthened to promote a healthy society.

(Don't write anything in this part)

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

The quote highlights the importance of conscience over law;

Conscience is more important than law of majority

- ① Law is only minimum conditions.
- ② Unethical but legal acts
eg marital rape
- ③ Ethical but illegal acts
eg unbanked blood transfer
- ④ Focussing spirit of law over the letter
- ⑤ Duty associated with rights eg tax paying, voting
- ⑥ Not all legal aspects
eg tax evasion

① Discretion to be used for
public good

But often law is more
important

② Moralised conscience
eg terrorist

③ Remove social evils
eg child marriage

④ Resolve conflict
eg abhramata letter

⑤ Balance rights eg restriction on
hate speech

Ultimately, both

conscience and law influence
and improve each other.

7. "Empathy is seeing with the eyes of another, listening with the ears of another, and feeling with the heart of another." How can emotionally intelligent civil servants utilize empathy to improve governance and service delivery?
(10 marks, 150 words)

Empathy is the ability to recognize the emotions of others without being expressed.

Utilisation of empathy by civil servants:

① Improve governance

① Policies tailored to needs of the vulnerable CA 41 — help the under-served ment

② Participatory and inclusive governance Joint Forest Management

③ Appreciate political imperatives of politicians

④ Negotiation → appreciate interests of both sides large contracts.

⑤ Remove social ills child marriage

(II) service delivery

① Localised changes to suit local context

eg ~~Shree~~ Shree Shree Shree Shree Shree (MS)
nutrition gardens in Meghalaya

② Persuasion of public to participate actively in governance

③ Services addressed for public

④ Address local issues

eg Community policing in LWE areas

Thus emotionally intelligent civil servants can use empathy to raise governance standards.

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

(10 marks, 150 words)

Gap between rich and poor nations is widening - accelerated by climate change.

Ethical implications

- ① Inequality is against distribution justice.
- ② Using citizens as means for profit by consumerism and cheap labour (against Kantian ethics)
- ③ Increasing crime in poor nations (eg Piracy in Somalia and Yemen - effects local "no one is safe unless everyone is safe")
- ④ Island nations bearing burden of climate change - with much less contribution. "against justice and equity"

moral obligation of developed nations exist

- ① cosmopolitan approach to international relations
- ② Palatani pay principle
- ③ Justice demands compensation to emerging nations
← climate change → colonial exploitation
- ④ universal brotherhood

But, some nation deny obligation due to

- ① Realpolitik → of national interest
- ② Responsibility towards citizens
- ③ Neo-liberalism → free market
trickle down effect

Ultimately,
vandehamra Kutumbam
must guide relations

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

Humans are trustees of the earth and have responsibility to preserve it for future

Ethical responsibility of various actors to future generation

I) Individuals

- ① Control consumption
4 LIFE movement, SDG
- ② Check climate-conscious government
- ③ Recycling & reuse
④ reduce carbon foot print

II) Corporations

- ① Circular economy
- ② As possible productive

③ energy transition to Renewable

④ Refurbishable design
→ Redesigned objectives

⑤ governments

① Policies that support climate transition

② Incentives for climate tech development

③ Awareness and stewardship

④ Protection of forests and ecology (Paris pact)
Justis dictum

That a multistakeholder effort is the need of the hour

"One wheel cannot turn the cart in motion"

- Kautilya

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

Impartiality is an important facet of civil servants operating in pluralistic and political contexts.

Difference

<u>Impartiality</u>	<u>Neutrality</u>
① <u>allows</u> <u>engagement</u> with all parties	① <u>No</u> <u>attachment</u>
② <u>focused</u> on <u>decision making</u> and <u>attitude</u>	② <u>focused</u> on <u>behaviour</u> .
③ <u>Important</u> for <u>integrity</u> in <u>governance</u>	③ <u>Important</u> for <u>upholding</u> <u>public trust</u>

(i) Guided by values of public choice by tolerance, objectivity, Constitutional morality

Example

↳ J N Sekhar proceeded various parties to implement MR in spiral

↳ Demanded reconciliation of communities in jobs

(ii) Its value neutral

Example

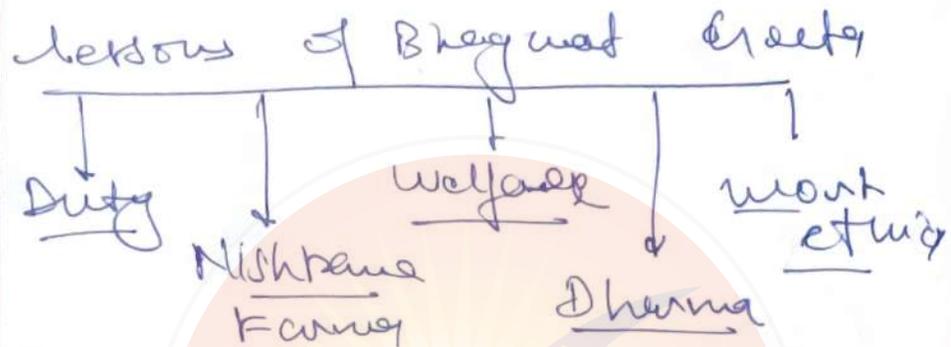
↳ NO engagement engage with politicians

↳ NO favours any side in negotiations

Both values enable a civil servants to function independently

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

Bhagavad Gita is considered to be a rock of the morality of Indian society.



Relevance of teachings

Ⓐ Administrative

① "Yogeshwar & Mahatmas"

↳ welfare as a responsibility → committed to public service

② Nishkama Karma

↳ honest duty
↳ no gift or greed

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③ Atithi pragya (Equanimity)

↳ Tolerance and emotional intelligence

↳ Handling political pressure and stress



④ 'Vogam kamesu kemshabhi'

(Vogya is excellence at work)

↳ good work ethic

↳ outcome orientated

↳ going extra mile

↳ continuous learning

⇒ domain expertise

↳ their life ethics

is an important guide

for public administration.

Section - B

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

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

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

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Transparency and a public-centric approach is crucial in situations of crises where large destruction is witnessed in authorities

a) Following ethical issues are involved

- ① Environmental degradation and climate change leading to landslides & no risk zoning
- ② Corruption in aid distribution
③ favoritism
- ④ Inability to keep records and follow due procedure → reduced accountability
- ⑤ Lack of public consultation in mitigation plan.
- ⑥ Dilemma of offices
Rehabilitation to new areas v/s Cultural rights
(A.29, 30)

b) Navigating the situation requires a public-centric and proactive approach with emotional intelligence:

- ① Persuasion of communities by making aware of long term interest & survival.
- ② Delegating task of persuasion to local leaders and politicians.
- ③ Awareness of public participation and cultural sensitivity in rehabilitation.
 - ④ Sensitive officers in charge
- ④ Committees of local stakeholders to oversee relocation.
 - ↳ Trust building
 - ↳ Just distribution of aid
 - ↳ safeguards are guaranteed.

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⑤ Model officer to listen to grievances
 ↳ acknowledge concerns and remain sensitive.

④ Course of action for transparency allocation.

Guiding principle : localised and participatory response

① Local oversight of allocation process

↳ by committee of affected stakeholders and local leaders and important persons like teachers, ANM, angamadi members.

② Grievance redressal mechanism

↳ officer to address grievance quickly

③ Appointing ~~low~~ lowest officer in charge of distribution bar on profiling.

- ④ Roping in NBODs and media to maintain transparency by regular and independent oversight
- ⑤ Regular information sharing with media regarding status of efforts
- ⑥ Persuasion of people to care for each other in crisis — "Neighbours first"
- ⑦ Technology based verification of aid distribution
 - ↳ geo-tagged photos & videos

In the long run, focus must be on better disaster response and rehabilitation with social and psychological aspects as well.

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

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

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Patriarchal society
largely marginalises women
in social sphere — against
their right to equality
(A.14) and freedoms
under A.19 and A.21 —
dignity of life.

a) Ethical issues involved

- ① Lack of women participation in their own affairs and public bodies, and decision making.
- ② concerns are overlooked ⇒ marginalised
- ③ Internalisation of gender roles by conditioning is against dignity and agency
- ④ Lack of awareness of right and opportunities among women
- ⑤ men replacing women in "panchayats" - against Constitutional morality
- ⑥ Lack of access to education to women
- ⑦ Rationalisation of status quo by inferning

to patriarchal norms and traditions

⑧ women who try to break free are ostracised.

5) Course of action to engage with male members

Guiding principle: Emotional intelligence

① Hearing and acknowledging their point of view
→ make them feel heard

② Persuasion of the male members

↳ showing them that women participation is in their long term interest

③ Showing examples of successful stories with women participation

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- ④ Appointing emotionally intelligent officers to engage with members across various units.
⇒ Delegation
- ⑤ Invoking image of "shakti" and freedom fighters to persuade about women's abilities
⇒ changing belief system
- ⑥ Showing them how women empowers and can improve health outcomes
- ⑦ Communication with other male members who support women → use [pride]
- ⑧ "Motivators" about women empowerment
- ⑨ Neighborhood meetings
- ⑩ Parents do sign contracts peel ras → via schools

c) Following changes shall be made:

① Institutional

- ① Empowering National and state commission for women to look into such matters and monitoring.
- ② "Empowered local women" as "STW Sakhis" to aid women empowerment

④ Policy Changes

- ① mandatory limits on participation of elected women in panchayat and SHG meeting
- ② NGOs and CSOs for social awareness and empowering women to feel confident

such measures shall ensure SDG 5: Gender Equality

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

As AI systems become more complex and autonomous, determining accountability for their actions and decisions becomes increasingly difficult. The "black box" nature of many AI algorithms makes it challenging to understand their decision-making processes, raising concerns about transparency and the potential for misuse. You are the head of a newly formed government task force on Artificial Intelligence (AI). Given the multifaceted ethical challenges associated with the growing influence of AI, formulate a comprehensive national AI policy framework for India.

(20 marks, 250 words)

As a result of AI, digital India became an unicorn within 2 months of formation - showing increasing speed of AI development.

Ethical challenges with growing influence of AI

- ① Job security issues
(IMF \rightarrow 40% jobs are exposed to AI)
- ② Inequality and digital divide (\approx 10% digital literacy)
 - \hookrightarrow disparity in access and benefit sharing
 - \downarrow
against distributive justice
- ③ Skills of present are not enough for new jobs
- ④ Violation of privacy
(\approx 21 and U.S. Paltusmany judgment)
- ⑤ Creation of surveillance state
SC \rightarrow "climate of fear"
and stifled speech

- ① Algorithmic bias against certain demographics
- ② Artificial stupidity and AI hallucinations
→ less reliable
- ③ Lack of regulatory mechanism and transparency
- ④ Against digital sovereignty of nations and individuals
- ⑤ misuse to influence public
elections, Psyops
- ⑥ Law of proportionality in data collection.

These challenges must be addressed by a comprehensive National AI policy :

Guiding : AI with a Principle human touch

- ① Protection of Personal Data and norms as per K.S. Puttaswamy case
↓
→ legality
→ necessity
→ proportionality
- ② Level playing field for companies → no preference for Big Tech
⊕ Digital Competition Law
- ③ Apex Committee for "Agile regulation" of AI
used training exercises & watermarking, etc
- ④ Shaping of youth for future with AI
→ FUTURE PRIME
- ⑤ International Cooperation in regulation
→ GPAI

- ⑥ Enhanced cybersecurity policy
- ⑦ Training for cybersecurity
- ⑧ "Explainable by-Design" features in AI
- ⑨ Increasing digital literacy and penetration of AI
- ⑩ Enabling AI startups
- ⑪ Research and development of localized AI models
Eg. Hanuman by BharatGPT

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such steps shall ensure maximizing of benefits of AI while ensuring hansa lasth, Sabha Vikas.

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

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

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

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

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

Ethical component
governance gives the
consideration to interests
of all stakeholders - and
not just the profit

a) Ethical Dilemmas

- ① Personal Career ambitions vs Duty towards scientific studies
transparency is key
- ② Personal job security vs health of patients
- ③ Ignoring the issue vs Reporting on whistle blowing
- ④ Profitability of company vs Rights of customer
- ⑤ Short term gain of company vs long term diminution of image as a responsible company

n) Course of Action

Guiding Principle : Duty towards humanity and professional ethics

① Whistle blowing to the company
↳ first to the execution
↳ if no change happens then do the board of governor
↳ follows chain of command
= to be done after collective relevant data → objection

② If no action is taken
report to government
authorities - with dates
and specific concerns

③ Still no action is taken
then report to media
↳ transparency and right to information
of consumers

Justification

- ① limits of conscience is preserved
- ② ethics of non-maleficence
- ③ Duty towards humanity
- ④ Patient not just as a means but end in themselves (Kant)
- ⑤ Utilitarian perspective of serving trust in company in long run
- ⑥ "Business with ethics" (Gandhi)

c) strong corporate governance & could have mitigated the issue

- ① Internal risk management system alligned to pharma research
- ② ethical work culture and patient-centric ideas

- ③ Verification of data and evidence
- ④ Not making outcomes over things
- ⑤ Internal whistleblowing mechanism
- ⑥ Training of ethical talent
- ⑦ Precautionary principle in research

Good corporate governance upholds the ideals of corporate citizenship.

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

- What are the ethical issues in the prevailing work culture in the subdivision?
- As the SDM, what specific steps would you take to improve the overall work culture and quality of service delivery in your subdivision?
- Discuss the challenges you might encounter in implementing these changes and how you would overcome them. (20 marks, 250 words)

The case study highlights the apathetic work culture and red tapism prevalent in Indian bureaucracy.

a) Ethical issues

① no respect for timing and punctuality
↳ lack of discipline

- ② Artificially created delays - due to wastage of time
- ① Poor work ethics of employees
- ④ Consistent backlogs
- ③ Poor quality of timely service delivery
- ⑥ Inequality due to favouritism
- against A.P.Y
- ⑦ Corruption & bribery
& discriminated against the poor
- ⑧ Audience - apathy
- ⑨ Consequent loss of public trust

b) As SOM I shall take following steps to improve the situation

Guiding Principle : 'Yogakshama
 Vahanyaham'
 Your welfare is
 my responsibility

- ① Persuasion of corrupt officers with fear of action
- ② Appeal of morality of honest officers - to improve work ethic
- ③ Surprise visits and supervision to set example.
- ④ Act as role model for others - punctual, honest,
- ⑤ Workshops to swifid officers
- ⑥ Empowering citizens
 - ↳ Citizen Center of Govt's Deliver
 - ↳ Guidance Academy mechanism
 - ↳ Local audits by involving NCRs

Steps to overcome challenge

- ① Persistence and patience
↳ change labor time
- ② Punishing corrupt officers
to set precedent
↳ opulent learning
- ③ Involving local leaders
and influential person
for awareness
- ④ Training programs for skills
- ⑤ Recording and bridging
genuine gaps in resources
- ⑥ Making for transfers of
stubborn corrupt officers

such actions shall ensure improvement into a more empathetic and sincere work culture.

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

You are aware of her outstanding academic credentials and career record in her previous organisations. However, you fear that this harassment may result in compromising her much needed contribution in this important project and may adversely impact her emotional well-being. You have also come to know from her peers that she is contemplating tendering her resignation.

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

(20 marks, 250 words)

The above case highlights how emotionally inintelligent leadership can lead to loss of talent for an organization.

Q) Following ethical issues are involved

- ① Poor leadership of the Chief Architect
- ② Unreal for credit
↳ against "Nishkama Karma"
- ③ Harassment of employees due to personal insecurity
- ④ Not ready to take good suggestions.
↳ against duty towards the project
- ⑤ Poor ~~to~~ treatment of organisational talent.
⊕ Lack of support from colleagues

Q) Following options are available !

Options I: Ask Sumit to not mind the issue and wait till retirement

merits	Demerits
① <u>Delay</u> <u>subject</u>	① Not address issue
② may be persuaded to <u>stay</u>	② Encouraging <u>harassment</u>

Option II: confront Chief Architect and instruct him to behave well

merits	Demerits
① resolve the issue	① time
② retain <u>seema</u>	① <u>Disrespect</u> to Chief Architect
	② may increase <u>harassment</u>

Option III: Persuade Chief Architect to be a good leader and treat seema well

merits	Demerits
① Address issue	① may be ineffective
② <u>seema</u> <u>stay</u>	due to greed
③ Root cause addressed	

I shall choose option III

c)

Response to the letter

① Hear and acknowledge
concerns of Seema
and let her know her
value to the organization

② Persuade Chief Architect
with values of leadership
and regards for seniority
↳ leadership should be
enabled

③ Ensure that his
contribution will be
only acknowledged
even after retirement
↳ addressed insecurity

Justification

① "Madhyama marg"
(Balanced approach)

VAJIRAM & RAVI

- ① Address root cause
- ② Ethical leadership

Measures to prevent such happening in future

- ① Training of senior staff to develop leadership
- ② ~~Done~~ Policy of acknowledgement of one contribution to a project
It certificates, list of contributors displayed
- ③ Persuade leaders to make an open work culture → to take suggestion from all

such measures will & ultimately benefit the organisation
