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An Institute for Civil Services

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MANNAT AHLAWAT

AIR - 322

(CSE 2022)

ETHICS

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Batch 1

Roll. 19369

Ethics ~~Mock Test~~ - 4 → Mannat Ahlawat - 24-8-2019.

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कृप्या इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

UPSC

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए
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108

94

Section - A

good

21½

Ans 1. Administrative hierarchy is the system of reporting relationships from lowest to the highest level in an organisation. A chain of command is followed where superiors give orders to their subordinates, which they obey as a rule. This ensures efficiency in working of organisation.

It is important to obey the superiors as in the absence of such obedience, chaos and anarchy would prevail. Each person would decide their own course of action which would

good

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result in unfulfilled goals. This would undermine the mandate of the organisation.

However, there should not be blind obedience as seen in case of holocaust. Eichmann, the architect of holocaust, killed jews merely because he was following orders of his superior. In this case, obedience is a vice.

The subordinates should also not obey orders which are illegal and they need to be aware of vision and mission of their organisation. only those orders that are in interest of the organisation should be followed.

which again is difficult for a subordinate to decide because of complexities in hierarchy

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UPSC

अभीक्षार्थी को इस हाशिए में नहीं लिखना चाहिए
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Ans 2.

Responsibility	Accountability
(1) Obligation to perform a particular task.	Answerability for completion of task assigned by senior
(2) Self-imposed	Based on Laws, Rules & regulations
(3) Wide & dynamic	Objective
(4) Self determined & self regulatory	Travels downward
(5) ~~Set~~ Difficult to impose	Imposed by external agencies
Eg: Taking personal responsibility, Suresh Prabhu resigned as railway minister in view of train accidents.	The official in-charge of handling railway traffic would be held accountable for accidents

good

example from family

Example

Accountability is one of the seven principles of public services as articulated by Nolan Committee. However,

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it is not properly enforced in Indian public services. 2nd ARC in its 10th Report gave recommendations to make public administration more accountable:

↳ Performance assessment of public servant after every 14 years of services & 20 years of service
- 14 years → highlight their strengths & shortcomings
- 20 years → assess whether they should continue in public service or not

Other measures that can be taken:

↳ Enforcing Citizen's Charter

↳ Robust feedback mechanism

↳ Increasing transparency

↳ Social audit

These measures would ensure accountability of public ~~ad~~ administration

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Ans 3

Raj dharma, literally 'duties of the King', is a widely used term in ancient Indian literature and political treatises.

in a rigorous manner

Manusmriti talks extensively about the duties of the King and portrays the King as ethical, idealist and following his duties towards the people.
Similarly, Kautilya in Arthashastra mentions the importance of upholding ethics while serving people.

The concept of Raj Dharma was evoked in 2002 by former PM Atal Bihari Vajpayee. He highlighted the need for maintaining

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impartiality among people.

Raj Dharma can help public servants in present times in ensuring peace and well being of the people. Impartiality on part of public servants would result in a feeling of equality among people as against the feeling of inequality caused by favouring those in power or one caste/religion over other.

Aristotle held that perceived inequality is a cause of revolution. Following Raj Dharma in present times would ensure satisfaction among people and fend off tendencies of subversion.

In public office officials cannot be driven by any personal interests/motivation.

Office should be guided by Rule of law which must be objective and just.

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Ans 4. In the recent times, there has been a rise in the number of bureaucrats joining political parties. This is true for both retired and serving bureaucrats who resign to join these parties.

Briefly explain political neutrality

This raises several questions on integrity and neutrality of these bureaucrats in the past. Even the perceived lack of neutrality on the part of bureaucrats leads to erosion of trust in the public as they see a nexus between the two.

According to FM Marx, neutrality is the principle of working without reservation and with

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अभ्यर्थियों को इस क्षेत्र में नहीं लिखना चाहिए
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devotion for the success of legal government. This principle requires bureaucrats to implement the policies of party in power with full faith and giving their best to achieve the results. For this, they should not favour the ideology of a particular party. However, joining a party itself shows their ideological leaning.

However, it is not legally wrong and can infact benefit the nation.

Eg: Former foreign secretary S. Jaishankar becoming foreign minister would benefit the country because of his expertise. Thus, it cannot be held as a wrong decision.

Analyse the probable reasons behind this trend of bureaucrats joining politics

Answer with respect to the question

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UPSC

अभ्यर्थी को इस सीमा से बाहर कुछ लिखना Candidates must not write on this margin

Ans 5. This quote given by Dalai Lama is based on Buddhist tenets of emphasizing spirituality and inner peace, which is also seen in Hinduism.

explain more quote well

People who aint at peace with oneself are full of complaints which denies humble acceptance of one own realities

Gita mentions that 'inner peace is beyond victory or defeat.' It is through inner peace that we get ready to face the difficulties of outer world.

not necessarily required

exist

it's somehow in every religion preachings

In the present times, the world faces agonizing conditions of terrorism, genocides, civil wars etc. In such conditions, a person can face mental trauma or stress. Thus,

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अभ्यर्थियों को इस क्षेत्र में नहीं लिखना चाहिए
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it becomes necessary to ~~so~~ make peace with ourself in order to come to terms with realities.

This is more important for a public servant who has to face extreme conditions of natural disaster, brutal crimes, poverty, hunger etc.. ~~An~~ She needs to help people out of these conditions. It becomes extremely important for her to not surrender to the difficulties and become weak. Only a person who is intenally strong can fight such situations.

Thus, only by having moral strength, a public servant can strengthen the nation.

and with such a blatant reality, a mismanaged internal psyche can only make things worse

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(A) UPSC

उम्मीदवार को इस हाशिए में नहीं लिखना चाहिए
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Ans 6. Police performs the function of law enforcement and keeps criminal activities under check. It is an institution for the service of people. However, the colonial legacy of unquestioned authority has resulted in police stations becoming power centers.

good.

This is because :

↳ Police beating people even in minor cases

↳ Corruption

↳ Delay in filing FIRs

↳ Illegal detentions and harassment

↳ Torture in custody

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If I become police head of a district, I would take the following steps:

↳ Encourage community policing to build a rapport between people and police..

might result into chaotic situations

↳ Organize workshops for people to tell them their rights.

↳ Sensitize my subordinates

↳ Build a feedback mechanism

↳ Personally talk to people to resolve their issues.

↳ Engage my workforce in constructive work for the society.

Improving training & equipments

These steps would go a long way in changing public perception of police.

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UPSC

अभ्यर्थियों को इस हाशिए में नहीं लिखना चाहिए
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5 well formulated

Ans 7. Nehru gave this statement to emphasize that great causes require people with integrity, devotion, dedication, leadership etc to fulfill the goals. A person who lacks these qualities and instead focuses on his personal interest and doesn't possess such qualities is bound to fail in fulfilling the cause.

good

Leaders like Gandhi, Nelson Mandela and Martin Luther King Jr had a great cause to work for. Their impeccable character and adherence to principles led them to achieve their goals.

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On the other hand, leaders of some post-colonial States like Robert Mugabe of Zimbabwe, Bouteflika of Algeria etc. had the task of nation building which they subdued to their self interest. This made their countries suffer.

These serve as examples for civil servants and others holding public office to maintain a strong character. They require integrity, honesty, impartiality, empathy etc to ensure that they fulfill the great cause for holding that office, i.e. public welfare.

TN Seshan has set an ~~exp~~ example for the ~~entire~~ public servants to follow and maintain high ideals.

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उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए
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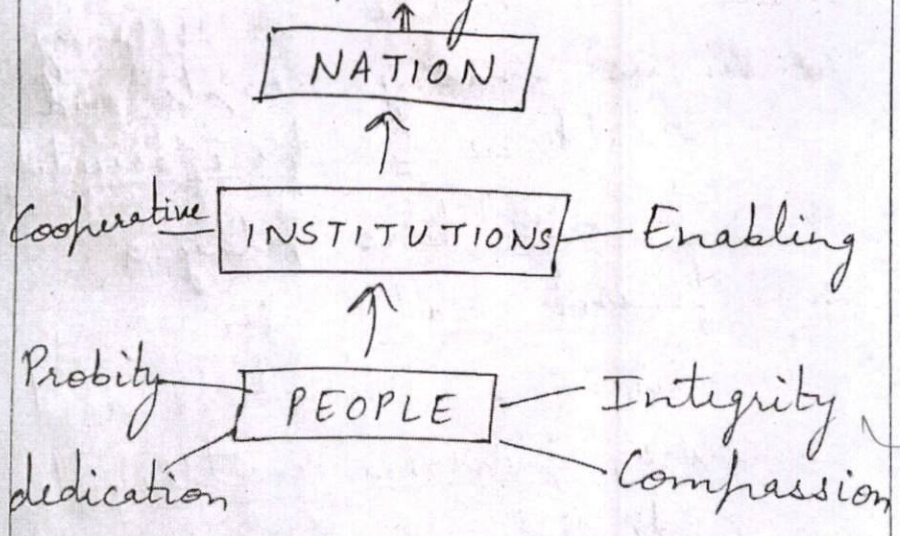
Ans 8. Institutions are building blocks of the nation. Without a strong edifice, a building cannot by strong. Institutions, in turn, are made by people. Thus, values of individuals affect quality of institutions



To ensure a strong nation, it is necessary to improve ethical competence of public institutions. This requires

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changes in organisational structure to reflect a balance between formalization and discretion and between centralization & decentralization.

Secondly, organisational culture, reflecting values & objectives, should be made stronger by it should be welfare oriented.

As all members play a significant role in determining structure and culture, personal attributes of individuals become important. They should be inculcated with an attitude of public welfare and ethics.

A strong foundation would make the nation prosper.

Citizens in different capacities unite around their capacities to build expertise to build institutions

A successful democratic operates through institutions rather than by depending on a few individuals

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उम्मीदवार को इस क्षेत्र में नहीं लिखना चाहिए
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Ans 9. Citizen's Charter is a written document showing the commitment of government to provide quality service to all its citizens in a time bound manner.

Although most government organisations have adopted a citizen's charter, they hardly follow it up due to various factors. These include lack of stakeholder involvement, lack of enforcement mechanism, lack of information etc.

One factor that is responsible for such a lethargic implementation

Explain the sanction behind the citizen charter

These promises are not enforceable in court of law

& implementation depends on moral reasoning of individual

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is lack of legal sanction.

not much required as per question

The plan for developing citizen's Charter was adopted at Chief Ministers conference in 1997. This gave a moral basis for developing citizen's charter to ensure transparency, quality of service and provide grievance redressal to the citizens.

It educates people which puts public officer in a discomfort

A bill to provide legal sanction was t introduced in Lok Sabha in 2011 but lapsed in ~~2015~~ 2014 with its dissolution.
Thus, citizen's charter has only a moral basis and is not enforced legally.

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Ans 10.

This statement points out the need to make laws simple to understand and the number of laws should be limited. The Law should be to-the point and should not be open to multiple interpretations.

The 2nd ARC in its report on Ethics in Governance quoted this statement to bring out the vagueness in Code of Conduct in India. It is compared to sermons as it does not clearly point out what is right and what is wrong.

The laws in India are continuing from the

In plural society with multiple moral values, it is not advisable to set particular moral framework on entire society.

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British period and some of these are as old as 19th century. These archaic laws result in confusion and difficulty in interpretation. The multiplicity of laws also lead to complex procedures which opens the scope for corruption and harassment by public officials.

Thus, the laws should be made simple enough so that a common man can understand it. This would ensure compliance.

Critically reflect upon ability of civil servants to execute the complex laws

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परीक्षार्थी को इस हाशिये में नहीं लिखना चाहिए
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Ans 11. Ethical analysis is an approach to decision making by applying morality test in a particular situation. It involves identification of stakeholders, ethical dilemmas involved, if any; potential solutions and their consequences. After this analysis, the most moral and effective solution is selected.

good

However, this kind of analysis is not followed in decision making by public ~~sss~~ servants. A nexus has developed between politicians and civil servants. According to

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4th Report (Ethics in Governance) of 2nd ARC, colonial legacy has resulted in worshipping of power, making it easy for public official to deviate from ethical conduct. Public office is often used for private gains.

Two cases highlight this trend:

well formulated answer

→ ① Dams are built which displace tribals, not considering their dignity.

→ ② Mining licenses are given without consulting tribals as per PESA, 1996.

Public office and power over public purse offer enormous opportunity for its exploitation. Thus, ethical analysis needs to be made an integral component of decision making.

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Q12

Ans 12. Iceberg of corruption means corruption is much more deep seated than what we get to see. Even the surveys on extent of corruption clarify that it is much more than their estimations.

Good.

A few cases of corruption and scams keep coming to light. These are usually passed off as exceptions. However, these point to greater systemic malaise.

Eg: Afghanistan is among the fine most corrupt countries. After Kabul Bank Scandal, NYT wrote that 'corruption is no longer a cancer in system, it is the system.'

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Transparency International's Corruption Perceptions Index ranked India 78 out of 180 countries. 2G Scam, Coal scam, Vyapam scam are incidents which have revealed that corruption is part of the system.

Citizens are exhorted to give bribes for services that they are entitled to. 2nd ARC identifies 3 factors aggravating corruption:

① Colonial legacy led to arbitrary exercise of power
② Asymmetry of power in society
③ Centralization, which has put citizens at mercy of State.

Thus, corruption is deep rooted in Indian society. We need to develop zero-tolerance to corruption.

Also analyse causes of corruption & its relation from socio-economic perspective

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Ans 13.

a) Always complying with Constitution and rules is the ideal of a civil servant. Whichever party is in power, the civil servant should maintain impartiality and neutrality and give his best to implement their policies.

It helps them to remain Objective & predictable in service delivery

A civil servant should provide appropriate technical advice to political leadership and should never obey illegal orders just to build political connections. The constitution should be the guiding light.

b) The laws, rules & regulations should never be disregarded

Strictly against the ethics according to which public servants are supposed to work

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to fulfill the wishes of the party in power. Although doing so would give him personal benefits and not bending to their wishes would lead to hardships, a civil servant should remain upright.

→ This would ensure public confidence in dedication of bureaucracy. It would also promote high morale in the administration.

To maintain impartiality of civil servants, 2nd ARC recommends that premature transfer should be based on sound administrative principles. This would curb the practice of penalising upright civil servants through transfers

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Section - B

Ans 14. Drug abuse is a problem which requires deep analysis and understanding. Ratandeep indulges in drug abuse probably because of his disturbed mental state as an orphan. However, members of the community are demanding his arrest.

a) The dilemma in this case is:

1) Compassion v/s obligation

↓ He resorted to drugs not to gain profit by selling it, but because of his disturbed mental state. He doesn't indulge in other crimes. Thus he requires help and understanding.

↓ As drug abuse is a crime, it is my duty to punish him.

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UPSC

उम्मीदवार को इस स्थान पर नहीं लिखना चाहिए
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(2) Individual v/s Community interests

↓ ↓

As he has been arrested earlier but it did not deter him from taking drugs, he requires rehabilitation & counselling rather than arrest

His habit of takings drugs would have a negative influence on others. As per community's demands, he should be arrested.

(3) Rapport with political leadership v/s Enduring Personal Hardships

↓ ↓

As this community is a vote bank of ruling party, I would be ordered to arrest. Ratandeep. This would ensure smooth relations with political leadership

If I do not obey orders of political leader, I might face transfer.

Order yet to be received.

This is what much of your concern around a dilemma for you

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उम्मीदवार को इस हाशिया में नहीं लिखना चाहिए
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b) As a police inspector, it is my duty to follow laws and ensure strict enforcement. Also, it is my responsibility to ensure welfare of all individuals. This would require me to ethically analyse Ratandeep's problem. As he is not harming others and not indulging in any other crime, he should be counselled instead of taking strict action against him.

not rational free willed individual

but consider that his action don't qualify for exemption under Mill's harm principle

Analyse.

c) I can take the following interventions in case of drug addicts →

① Referring their cases to

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NGOs

(2) Organising workshops in jail when they are arrested

(3) Involve their family members.

(4) Sending them to counsellors after release

(5) Engaging them in constructive work with society.

Thus, without worrying about my personal hardships, I should take the moral decision to improve the life of an individual. At the same time, the community should be sensitized and made part of the process.

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प्या इस स्थान में प्रश्न क्रमा के अतिरिक्त कुछ लिखें।

(7) UPSC

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Ans 15. HIV/AIDS Act, 2017 prohibits discrimination on grounds of HIV status. However, HIV is treated by society with stigma and discrimination and often leads to ostracization of HIV positive individuals.

a) My options in this case are:

① Ask her to approach ~~court~~ the court / local police systems first - lodge FIR

Merit: This would ensure that she gets justice as termination of employment on grounds of HIV status is illegal.

Demerit: It would make the case public, against her wishes. → then it would be difficult for her to handle social stigma.

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UPSC

उम्मीदवारों को इस क्षेत्र में नहीं लिखना चाहिए
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(2) Approach the school myself

Merit: I would get to know the school's side of story and can take an informed decision. Also, I can ask them to reinstate her to avoid legal action.

Demerit: It involves conflict of interest as I am using my official position to help a family friend.

b) I would ask her to approach court as it would resolve her case. This would also lead to publicity of the case and deter other institutions from discriminating against HIV positive individuals.

No official complaint made to you

Generate more options

You've got to know informally through your wife

Threat of issue going to public

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कृप्या इस स्थान में प्रश्न संख्या के अतिरिक्त कुछ न लिखें।

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However, given her fear of the matter hurting her, she might not agree. In such a situation, I would contact the school as it is not only about her but about every individual who faces discrimination due to HIV.

I would also start an awareness campaign in my district and inform HIV positive individuals of their rights under HIV/AIDS Act 2017. It would also serve as a reminder for employers to follow their moral and legal responsibility.

what about the challenges

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UPSC

8

Ans 16.

According to Martin Luther King Jr, a genuine leader is not a searcher for consensus, but a moulder of consensus. Hence, as the head of the organisation, it is my duty to ensure team spirit and find pragmatic solutions to every problem.

a) In this case, the options available to me are:

① Counselling the new officer

Merits: It might make him understand importance of showing compassion.

Demerit: He might blame his subordinates for complaining to me and vent out his anger on them.

well formulated

case

and mis wouldn't come to any positive result

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(2) Incentivising my team

Merits: It would increase their participation.

Demerit: It might not work, given the main reason behind their lack of participation is behaviour of new officer.

(3) Getting new officer transferred

Merits: It would make the situation as it earlier was.

Demerit: It shows a lack of leadership skills on my part.

(4) Restructuring work allocation

Merit: Working in different realms would ensure less contact between new officer and others.

Demerit: It would affect the working of organisation. Also, the new officer cannot be sidelined altogether.

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b) First of all, I would try to talk of the officer and explain to him the negative effect of his behaviour on his subordinates. I would try to inculcate team spirit in my organisation and 'lead by example'. Thus, I can mentor the officer.

As mentioned in 2nd ARC, if the leader is honest, sincere and committed, the vibes percolate down the hierarchy. As a leader, emotional intelligence is more important than IQ.

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Ans 17

In this case, my duty to complete the project on time ~~as~~ in public interest comes in conflict with my values of ~~the~~ empathy and compassion towards an honest contractor facing personal hardship. good

a) The various options available to me are:

① Terminate the contract

Merit: It would ensure timely completion of project by hiring a new contractor. It would fulfill my official ~~duty~~ duty.

Demerit: It would ~~violate the~~ violate the values of empathy and compassion. I would feel morally degraded.

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against the idea of Golden mean as well

② Continue contract and allow him to delay

Merit: It would give importance to human values of compassion and empathy.

Demerit: Public interest suffers due to delay in project execution. Also, the value of compassion completely dominates over accountability.

you can talk to the contractor and ask him to informally delegate the contract to someone experienced

③ Talk to the contractor regarding

Merit: Being an honest man, he would understand the need to balance his personal life and professional obligations.

Demerit: It might not work since his priority is his son's treatment.

b) First of all, I would talk to the contractor

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and ~~his~~ ask him to expedite the project. He can delegate the work to his subordinates and workers. He can guide them and take care of his son's treatment at the same time.

However; if this does not work, I would terminate the contract and look for a new contractor, as I need to take care of public interest and welfare.

In any case, allowing him to delay is not a rational choice as it would violate the principle of golden mean by going to one extreme.

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(8)

UPSC

उम्मीदवार को इस क्षेत्र में कोई निशान नहीं लगाना चाहिए
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Ans 18.

In his book 'Emotional Intelligence - Why can it matter more than IQ', Goleman demonstrated that 80% success at work is because of Emotional intelligence & only 20% is due to IQ.

In this case, although the officer is hardworking, she lacks Emotional intelligence resulting in lack of ~~partic~~ participation in employees and their demoralization.

a) The options available to me are:

① Talk to her

Merit: As a friend, I can make her understand the importance of empathy as a leader.

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अभ्यर्थियों को इस हाशिए में नहीं लिखना चाहिए
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Demerit: She might vent out her anger on her subordinates for complaining to me.

② Transfer her

Merit: It would ensure a cordial work environment.

Demerit: It won't change her as she would repeat this elsewhere.

③ Lead by example

Merit: It would make her realise the importance of values of interpersonal trust and empathy as a leader.

Demerit: It will take time to show visible results.

b) The best option according to me is to talk to her and help her

also integrity & dignity of your post as a civil servant has to be maintained.
in case she doesn't agree with you.

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understand the significance of building social capital by engaging with compassion with her subordinates. A civil servant is not only guided by constitution and laws, but also by values of tolerance, sensitivity and understanding.

I would also follow the dictum of 'leading by example'. Being a hard working officer, she would understand the importance of emotional intelligence in improving organisational performance & productivity.

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Candidates must not write on this margin

Ans 19.

In India, sex ratio is highly skewed towards males. This is due to the patriarchal mindset which encourages female foeticides.

In this case, as a doctor my friend wants me to determine sex of the foetus and abort it if it is a girl. These ~~are~~ both are illegal under the PCPNDT Act, 1994.

My options in this case are:

① Aborting the foetus

Merit : I would get favours ~~from~~ as the family is well connected & affluent. Also, I would fulfill my friend's request.

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उम्मीदवार को इस क्षेत्र में कहीं लिखना चाहिए

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Demerit: ① Put my friend's health at risk

② I would feel morally corrupt

③ I might face legal charges

② Talking to my friend's in-Law

Merit: If they change their decision, entire issue is solved

Demerit: It is not easy to change attitude & mindset

③ Refusing to abort foetus

Merit: I don't perform what is legally and morally wrong.

Demerit ① It does not clear my conscience as they would get it performed by another doctor.

② I would face the ~~wrath~~ wrath of my seniors & politicians.

+ more important its against the law

you can also make them aware about the legal repercussions

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(1) Complaining to department

Merit: ① It's what is legally and morally right.
② Keeps a check on other such cases

Demerit: ① Department might also be compromised
② I might be transferred.

Course of action: I would never abort the foetus as it would be illegal and immoral. I would try to talk to my friend's in-laws. If they don't agree, I would refuse to abort the foetus and also complain to my department. This would ensure that the issue comes to light. I would do so with

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अभ्यर्थी इस मार्जिन में नहीं लिखेंगे

complete proof as it would be unethical to complain without any substantive proof. It would also ensure my friend's well-being.

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