

GSSCORE

An Institute for Civil Services

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AIR 123

CSE 2024

ETHICS (GS PAPER IV)

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~~Go Caught~~
~~Maintain your tempo~~
~~you will get your marks.~~
~~Yuri~~

- 1(a) Ratan Tata Ji stated, "The true meaning of Corporate Governance is not just professional efficiency, but also ability to showcase commitment and morals within work culture"

Moral Integrity

- i) Promoting wider connotation

Eg:- shift from stakeholder to shareholder approach like Tata's Public first policy

- ii) Promoting utilitarianism

Eg:- For larger good, Volvo not seeking patent for seat belts

- iii) Overcoming temptations

Eg:- Following Elton Mayo's approach of decentralized leadership

- iv) Shifting focus towards triple bottom

~~Excellent~~

line approach by ways to ensure
sustainable model.

Professional Efficiency

i) Ensure balance between personal and professional roles

Eg:- Clear delineation of both sphere

ii) Ability to work despite adversity

Eg:- Showcasing fortitude by whistleblowing against wrong acts

iii) Promote Pygmalion effect

By 'walk the talk' and having right work ethics

iv) Having sense of integrity and devotion

Eg:- Helping coworker in case of victim of POSH needs.

Thus upholds key contributors towards corporate governance.

1(b) In the area of emerging paradigm shift from Multilateralism to national interest based global order, International aid is critical for reaching last mile.

Necessity for resource-challenged nation

i) Ensure distributive justice

Eg:- India through Vaccine Maitri for Covid-19 vaccines to African nation

ii) True form of humanitarian Geopolitik

Eg:- Support to refugee camps like India in Jordan for Palestinians

iii) Promote sense of Hobbesian Willingness

Eg:- The key role of non-refoulement to refugee crisis, who were forced to retreat due internal instability

iv) The commitment for shared responsibility

Eg:- Indo-Japan collaboration for supply chain resilience in Africa

v) Helps resolving xenophobic internalization

Eg:- Role of UN in advocating Peace keeping force during coups

vi) Ensures equitable development

Eg:- Role of technology transfer for transition in Green and clean energy

Thus advocating to international aid to resource challenged nations is key towards goal of Vasudhaiva Kutumbakam

Kutumbakam

Also bring challenges & how use this for their national interest.

2(a) APJ Abdul Kalam stated, "Corruption is the root cause of end of conscience", highlighting on failure of moral compass.

Corruption due failure of core values

i) lack of moral uprightness

Eg:- Amnesty International observing "corruption as way of life" in India

ii) Undermines doctrine of public faith

In T.S.R. Subramaniam case, Supreme Court found corruption is due to lack of sense of integrity.

iii) Results into exclusionary fallacy
low values like impartiality causes misutilize funds causing injustice

iv) Moral licensing phenomena
Due to lack of ethical conduct,
justifying corruption as "Chalta
Hai culture"

Measures to uplift core values

i) Following APJ Kalam suggestion
of critical role of father, mother and
teachers for moral based socialization

ii) Learning from right prudence

eg:- Ashoka Khemka stating upon need
to have right character over personal
interest

iii) IInd ARC on sensitive training
towards ethical governance to
uplift moral conduct

As Kantilya stated, resolving corruption
can be done by conditioning as per
Sama, Damma, Dandh, Vedh.

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2(b) The work environment accounts to principles, approaches and actions based on expectations and role allocation for fulfilling responsibility

Coercion

i) Punitive approach

Eg:- strict hire-fire policy

ii) Lack of individual innovation due strict objectivity

iii) Results into low sense of commitment and fear culture

iv) Challenge of promoting centralization effect

Undue influence

i) Lack of impartiality
Eg:- centralized culture of work

ii) Compromise of objectivity by forceful partisanship

iii) Reduced sense of transparency and accountability

iv) Undermines upon individual's devotion by preventing true rule based adherence

Need of time

i) The Elton Mayo's approach with agile and decentralized management

Eg:- Apple's innovative labs to overcome coercive nature

ii) The adequate safeguard mechanism

Eg:- Dedicated bodies for reporting undue influence in work culture

iii) Shifting towards sense of ethical governance by accounting for compassion over coercion

Eg:- Volvo by worker friendly work culture

iv) Resolve undue influence by right use of persuasion as per St. Aquinas theory of double effect

Thus creating ethical work environment

3(a) Mahatma Gandhi pronouncing upon essentiality of actions over mere expectations as key ethical method towards desirable changes.

Simplest act more powerful

i) Helps in achieving sense of self responsibility ("Be the change, that you want to see")

ii) Overcome procrastination tendencies

Eg:- Dashrath Manjhi on creating road by hammer and chisel

iii) Laid foundation for right future

Eg:- "Do or die" slogan as role of each towards freedom struggle

iv) Promote spill-over effect

Eg:- Role of Murugan as "Padman"
to promote menstrual hygiene

Issue with mere prayers

1) Lack of substantive changes

Eg:- Failure of moderates to bargain
from colonial forces in 1900's

11) Leads to actionlessness

Eg:- Sense of mere pity and promote
bystander effect

11) Leads to lack of commitment

Eg:- Prevailing red-tapism in bureaucracy
due to low citizen centric governance

As Swami Vivekananda Tagore stated :-

"Leave this chanting, singing and telling beads
whom dost thou find in dark lonely
corners of temple,
look around God is not here but where
tiller is tilling hard lands".

3(c) Swami Vivekananda through his Ramakrishna Mission highlighted on 'circularity effect' in life due to "as you sow, so you reap"

Hate brings more hatred

- i) Lack of religious tolerance
Percolate into either communal riots or phenomena like Islamophobia
- ii) leads to snowballing effect
eg:- Hate speech resulting into violence and mob-lynching
- iii) Reinforce prejudice and stereotype
eg:- caste based hatred by Khap panchayat leading to honour killing

Challenge in maintaining integrity in both

i) Lack of internal moral values

Eg:- Promoting apathy by old age home culture in personal sphere

ii) Lack of sense of micro-accountability

Eg:- Case of misutilization of public funds for selfish gains

iii) Intersection of both sphere

Eg:- Carrying on personal chase into professional field leading to sense of antipathy in work culture

There need lies to promote strict separation of both sphere and having internal moral commitments for managing both adequately.

4- Integrity refers to highest form of truthfulness with consistency to act in right direction despite adversity

Difference in integrity in both sphere

Personal sphere

i) Driven by relation management

ii) More to have sense of responsibility

towards our closed ones

iii) Showcasing values like love, care and consideration

iv) The integrity ensures deepening internal bonds with closed ones

Professional sphere

i) Driven by rules and work commitment

Broader sense of responsibility towards larger good

Having values like rational, truthful and fortitude

It ensures resolving temptations and adhere to due process or rule of law

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- 5- In recent times, the shifting values and culture can be connoted to emergence of new forms and agents like virtual world narratives.

Era of value crisis

1) Role of cultural shift

a) System of individualism over collectivism

Eg:- Culture of conspicuous consumption

b) Shift from empathy to avoidance

Eg:- Culture of fence sitter by lack of moral courage to act

c) Westernization over traditional culture

Eg:- New forms of crimes like gun culture inspired from USA

d) Shifting cultural role of socialization to meta-narrative.

U.P.S.C.

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in this part)

2) Changing social norms

a) Shift in role of family and parenting

Eg:- Culture of neglected parenting by
house help or system

b) Changing role of religion

Eg:- System of fundamentalism and
radicalization over Sarva Dharma
Sambhava

c) Role of social divide widening

Eg:- Increasing caste consciousness and
intersection like castigation of politics

d) Low societal collective effervescence

due to high degree of exclusion

based on social status and class

Thus need to shift towards DIE

(diversity, inclusion and equity) based
approach in value sphere.

- 6- Moral emotions refers to integration of one's value system to guide their feelings towards path of righteousness
Eg:- Empathy shaping into compassion

Concept of moral emotion

- i) The key facilitator for emotional intelligence by ensuring sense of self-awareness and social skills
- ii) Helps in right application of emotion
Eg:- Feeling sad or remorse during crisis of conscience
- iii) Helps in value-affective consistency
Eg:- Persuasion oneself aligned to Aristotle 'Pathos', 'Ethos', 'logos'.

14) Help in internal Pavlovian conditioning to shape right attitude

Influence of emotions

I) Guilt

a) Help individual to overcome issues like dereliction of duties due to huge interference

II) Shame

Promote sense of micro-accountability leading to morals like perseverence towards doing right

III) Compassion

It helps in showcasing true sense of individual's dedication to work
Eg:- A.S Prashant Nair for food safety by Operation Sulamani

Thus key towards ethical governance

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Attitude-behaviour consistency refers to readiness of psyche to shape one's thought, action aligned to cognitive, affective and behavioural tendencies

Inconsistency causing ethical dilemma

i) Objectivity versus Compassion

Determined by clash of attitude based on rules based versus roles based governance behaviour

ii) Short term versus long term approach

Eg:- Attitude of fire-fighting versus proactive approach by prior realization and consideration

iii) Sense of tolerance versus discrimination

La Pierre Study in USA society on Chinese getting discrimination only in personal belief but not public sphere.

Scenario of Individual behaviour contradicts ethical values :-

i) In disseminating funds based on objective criteria, is met by interference from higher authorities to manipulate

ii) Hereby emerges case of contradiction on Individual's approach on objectivity and impartiality versus external obedience to senior authority

iii) In this regard one's attitude -

behaviour consistency plays a vital role to resolve dilemma and ensure virtue based governance

Thus aligning oneself to constitutional morality is key for Civil servants in such situations.

- 8- Persuasion as per Carl Hovland refers
"to ability to shape one's attitude
and belief in desired directions, by
influencing his moral compass."

Ethical boundaries of persuasion

- i) Respecting Freedom of Choice

Eg:- Persuasion on self-influence by
reformative means as Beti Bachao
Beti Padhao Abhiyan

- ii) It must not be excessive influencing

Eg:- Coercive persuasion in China
causing '1 Child nation fallacy'

- iii) Must have deeper impacts

By prompting changes led by
individual through effective inner
locus of control

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iv) Restricting to ethical desirability

Eg:- Persuasion for polio drops by A. Bachhan by "2 boondh" campaign

Managing persuasion over manipulate

i) Constant feedback methods

Eg:- Use of social audits in studying role of persuasion as reform

ii) Self-restrictive approach

Eg:- Persuasion in Sarva Shiksha Abhiyan by local helps through Nukad Natak means

iii) insure prior evaluation

To prevent implementation crisis

causing culture of fear by accounting

Dillard theory of fear

Thus ensuring desirable persuasion for social change.

- 9- Edward Snowden stated, "Modern society must ensure privacy as most important dimension with Right To know."

Ethical dilemma

- 1) Breach of privacy versus financial benefits for company
- 2) Lack of prior permission versus fear of financial loss of dissent

Managing such dilemma

- 1) Using St. Aquinas Theory of dual effect, to persuade my manager about repercussion on long term on company's reputation and issue of 'conscience compromise for pleasure'

ii) If no support from him, I will inform higher authorities about the same and strictly refrain myself to work for the same.

iii) If the matter is not yet considered, since involvement of public rights, accounting Kantian Categorical Imperative to whistle blow on the same

iv) Also, accounting for innovative mechanism by seeking permit from manager, that such acts must be allowed only after adequate information and consent for transparent use of data

thus showcasing my moral uprightness in work culture.

10- Conscience refers to feeling of remorse or gratitude based on action done either inconsistent or aligned to one's moral compass

More reliable guide than laws

i) Ensures greater consideration

Eg:- Compassionate governance for inclusive and sustainable goals

ii) Sense of micro-responsibility

Eg:- IAS Divya Devrajani by Sapir-Whorf hypothesis to learn Gonds local language

iii) Prevent fallout of excessive objectivity

Eg:- Overcoming Weberian risk of iron cage of rationality towards role based governance.

IV) Ensures control on temptations

Eg:- Overcoming scope of exploiting legal loopholes for ethical governance with accountability

However, at times laws are necessary

I) Preventing risk of opaque governance

Eg:- Targeted-PDS approach for effective distributive justice

II) Solution in cases of crisis of conscience

Eg:- "Rule of law" as essential feature for probity in Governance

III) Ensures impartiality

Eg:- In cases of personal involvement like allocating tenders with objectivity

Thus complementing both holds key for good governance.

- 11- It is rightly said, "The future of nation, is shaped in its classroom", stating upon uncompromisable role of right equitable education for establishing virtuous society in future.

Ethical issues in given case

- i) lack of professional integrity within department to ensure qualitative education facility
- ii) Dereliction of duty by misutilizing funds by inappropriate use
- iii) low gender equality and basic amenities like separate toilets
- iv) The pathetic condition in school denouncing enrollment rates
- v) lack of responsibility shown by teachers through frequent absenteeism

Very Good
Answer

My course of action :-

- i) As the given case portrays, five major problems and thus resolving them at priority basis
- ii) For hygienic toilets, creating dedicated fund within finances provided with adequate monitoring agency.
- iii) Availability of basic resources like clean water be ensured by constant student feedback collection and adequate supply of filters.
- iv) Security to students be enlarged by adequate school fencing and guarding facilities to ensure better surveillance.
- v) Absentee teacher issue can be resolved by physical biometric facilities and compulsory punching for attendance.

vi) To resolve rude and apathetic behaviour by staff, accounting to sensitive training and providing student support mechanism towards learning friendly environment

vii) For resolving drop-out issues, promoting self-fulfilling prophecy by means of scholarship and promoting persuasion tactics for motivating parents.

viii) Learning from instructions by New Education Policy 2020 for interactive learning approach with vocational training to resolve case of educational poverty.

In this way showcasing complete solution towards goal under Art 21(A) of Right To Education.

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12- In situation accounting for huge sense of courage and perseverance in public service delivery, having effective internal work culture hold primacy for good governance like in disaster management situation

Ethical issues present

- i) The complicated front situation of mitigation during disaster management
- ii) Loss of team morale due to excessive political interference
- iii) Unaccounted worker suspension causing fear within work culture
- iv) Politicization of relief work impacting impartial working condition

a) Options available and analysis

i) Collude with Minister decision

Merit

- a) Aligned to senior directive
- b) Prevent scope of mismanagement

Demerits

- i) Against sense of non-partisanship
- ii) Breakdown of internal morale of team

ii) Stand against decision of Minister

Merit

- a) Sense of surety to team workers
- b) Prevent political interference

Demerit

- i) Jeopardize my future progress
- ii) Against hierarchy of command

iii) Persuade Minister for reconsideration

Merit

- a) Comprehensive resolution of chaos
- b) Better understanding and collaboration

Demerit

- a) May not result in desirable outcome.

iv) Seek Senior's advice

This may help in resolving conflict in

Excellent

short term basis, but mayn't
ensure adequate resolution

My course of action

Excellent
i) First, I will choose option (iii) to
persuade Minister based on St. Aquinas
dual effect approach by highlighting
need of internal team confidence and
also objective investigation on identifying
loopholes

Excellent
ii) Confidence building exercise with
other members to persuade them to
continue their jobs for greater good
for stranded people and relief purpose

Very Good
iii) Showcase full commitment towards
justice for team members to ensure
benefits of Pygmalion effect

Thus ensuring true dedication and
team spirit during adverse condition.

- 13- The given case provide the clear depiction of dichotomy between objectivity and compassion, resulting into lack of empathetic culture in public services engagement

Ethical issues

- i) The time-bound need to complete project; against the critical situation faced by contractor
- ii) Punitive approach in public work causing lack of compassionate governance
- iii) Excessive interference by subordinates towards mere objective target based approach
- iv) Lack of consideration towards qualitative work by contractor.

a) Option available and analysis

i) Strict ^{action} against contractor

Merit

- a) Prevent unnecessary delay
- b) Collude to subordinates demand

Demerit

- a) Crisis of conscience due lack of empathy
- b) Undermines his qualitative work

ii) Taking no action against him

Merit

- a) Showcase compassion against his case
- b) Ensure qualitative completion

Demerit

- a) Against the wills of subordinates
- b) Repurcussions of excessive delay

iii) Finding middle path by discussing way out with contractor

Merit

- a) Balance objectivity and compassion
- b) Provide him room for restart work
- c) Collude with subordinates too

Demerit

- a) May fail to achieve adequate support from both parties

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Best course of action

i) I would showcase empathy with contractor serious situation, and not take strict ^{action} against him on genuine grounds

ii) However, other some days, reinstall talks with him explaining upon needs for timely conduct, with appreciation of his work till now on qualitative aspect for boosting his confidence

iii) Subsequently, bringing subordinates into confidence with affective influence using emotional intelligence towards consideration for contractor

iv) In this way accounting to Aristotle golden path based solution

Thus highlight my true commitment and emotional intelligence as leader.

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14- It is said by PEW Research, "Caste is ingrained in destiny of India", highlighting upon substantial prevalence across various institutions like University in given case.

Ethical issues

- i) lack of internal unity due to fight between caste lines identity
- ii) Failure of internal reconciliation mechanism due lack of tolerance
- iii) Situation of ruckus and instability due to violence in hostels
- iv) The ethical challenge due to political interference on impartial working
- v) Future of students are questioned with examination emerging soon

a) Options available to Vice Chancellor

i) Action against agitated students

Merit

- a) Reinstate law and order
- b) Collude to politician request

Demerit

- a) Jeopardize future of such student
- b) May not have lasting effect

ii) Leaving such students on warning

Merit

- a) May shift towards peaceful resolution
- b) Safety of future of students

Demerit

- a) Failed talks based on prudence
- b) Not in aligned to politician wills

iii) Formulating special Committee

Merit

- a) Ensure strict approach against malpractice in future
- b) Reformatory action against perpetrators

Demerit

- a) May be a time taking phenomena to reinstate law and order.

- b) Option worth considering
- i) The need to ensure impartial conduct, with sense of sensitivity in regards to 'caste consciousness syndrome'
 - ii) Since future of students are put into questions, clear 'No tolerance policy for violence', with strict action against such perpetrators
 - iii) Issuing strict guidelines with special Vigilante Committee for not only capacity building, but also long term commitment towards inclusive educational culture
 - iv) Focus on safety and future of other students in Ph.D submission and exam preparation.
- Thus showcase my sense of responsibility for effective management.

- 15 - The given case depicts upon the situation of public loss of trust percolating into law and order situation in dire need for justice and stringent action against school authorities.

Ethical issues

- i) Loss of parents faith on school administration
- ii) Impact on other students education due to low enrollment in other schools
- iii) Failure of school authorities to ensure safety of students
- iv) The situation of law and order for need of justice sought by parents against school
- v) The fearful environment undermines public faith on schools at large

Option before District Collector

- i) Taking stringent action against school authorities to reinstall law and order situation
- ii) The instructions to other schools for considering enrolment of students on compassionate grounds
- iii) Rather than action against school, seek collaboration to resolve the menace with effective investigation
- iv) The non-allowance of protest to parents to prevent law and order issue

My course of action

- i) First, need to ensure justice for parents whose child has lost the life in school timings

11) A strict action oriented towards school authorities with immediate suspension of license, until the investigation provide right picture

12) Subsequently to prevent loss of education of other students, seeking support by issuing guidelines to other schools on serious situation, with adequate parental support system

13) for long term resolution, formulating strict guidelines to be followed in school to prevent situation of mishappening in schooling hours

14) Safeguarding constitutional rights for peaceful assembly; until the protest become violent or challenge.

Thus comprehensive resolution of situation on stakeholders consideration.

U.P.S.C.

प्रश्न संख्या
(Question No.)

16- In accordance to Kantian Deontological approach, "there is no right end with wrong means". In same spirit no good work, can be accepted if its unethical and illegal too.

Ethical issues

- i) Pleasure over conscience in work by justifying wrong on lines of certain good
- ii) The illegal act by clear violation of Child Labour Act
- iii) The unethical work culture by untimely payment and underpayment against minimum wages act
- iv) Unethical justification from Gandhian perspective

a) Options available

i) Telling entrepreneur against wrong

Merit

- a) Continuation of good work
- b) May prevent such case in future

Demerit

- a) Against rule of law and due process
- b) Lack of guarantee on future course correction

ii) Taking strict action on legal grounds

Merit

- a) Ensure legal compliance
- b) Fulfilling my professional responsibility

Demerit

- a) Closure of moral work
- b) Against economic opportunities

iii) Warning and strict adherence approach

Merit

- a) Promote Dillard theory of fear for righteousness
- b) Promote self-efforts towards legal rights
- c) Fulfillment of rules

Demerit

- a) May lead to industrial closure if continues to act illegally.

b) Best option for case

i) Taking option (III) accounting to Karmayogi role based governance by reformatory approach

ii) Promote virtue based solution, in order to make entrepreneur realize his mistake, with opportunity to reform in future on legal grounds

iii) Simultaneously creating awareness within workers on minimum wage provision and ill-effects both

legally and psychological of child labour

iv) Ensuring timely inspection after initial warning for labour right

and also protecting his interest due to noble nature of work

Thus highlight my sense of true devotion towards ethical governance.