

TEST 04

उम्मीदवारों को इस हार्जिन में नहीं लिखना चाहिए
Candidates must not write on this margin

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Enter number of questions

Q1. Ethics is not only a normative science but also a subjective and descriptive science → our subjective beliefs, experiences and influences shape our ethical paradigm

Schools of ethics

99/12

1. Teleological school — judges actions as ethical if ends are good
ex Ethical egoism (Ayn Rand) — self interest is ultimate end

2. Deontological school by Emmanuel Kant : means are as important as ends.
→ agents must uphold basic ends to meet their ends

and some values associated with it?

3. Utilitarianism — maximal good to the maximal people should be ensured by actions (Jeremy Bentham)

4. Virtue Ethics - (Plato) - certain virtues, ideals must be upheld if an action should be ethical

→ 4 cardinal virtues: Wisdom, Justice, Courage, Temperance

5. Confucian ethics

- (1) Trusteeship - excess wealth must be redistributed
- (2) 7 sins concept encourages hard work, honesty
- (3) Non violence as an art of bravery

6. Buddhist, Jain ethics - focus on good conduct to avoid moral laxity and sorrows

Individuals follow any ethical precept out of the above based on society, culture, beliefs, influence.

Good, are there any kind of or to these values?

4



Q2.

'Values' are certain qualities which we value and strive to uphold, given the framework set by society, code of conducts

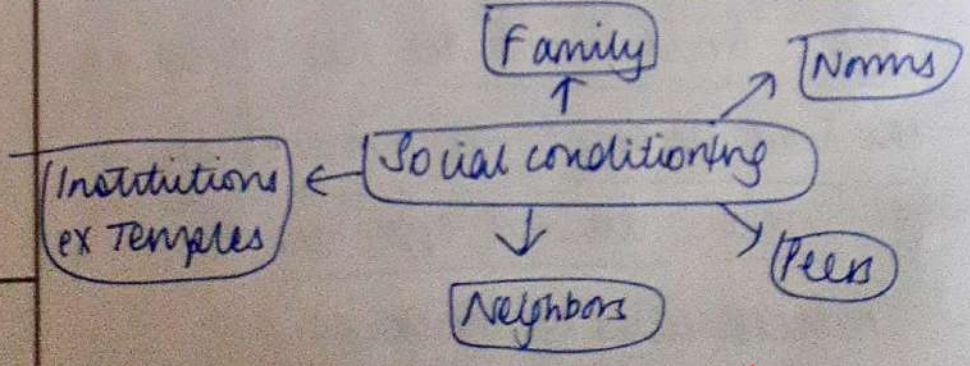
↳ values are both :

- (1) Intrinsic - inbuilt in us
ex value of love, life
- (2) Extrinsic / acquired - conditioned by society

↳ we express our values in different ways :

- (1) Attitudes towards people and objects
- (2) code of conduct towards people
- (3) Faith / non-trust in certain institutions

All this depends on social conditioning



Examples

- Value of liberty may be expressed by
way of chasing individualistic goals
in USA and west
vs in India it may mean being
financially able to support parents without
need for social support
 - gender equality may be valued
but in west it is expressed by more
open assertion of women's rights
vs in India it may be via soft
approach to bring organic change
 - Value of honesty in financial transactions
in USA : Dodd Frank Act has "Bring me
the head approach" to whistleblowers
vs India : cautious approach to
reduce cases of injustice
- Thus values may be same, but expression
differs all to society.

Q3) a) Trait is judged as positive if :

(1) ensures being best version of oneself

ex ~~also~~ waking up early \rightarrow allows one to pray

(2) social good is ensured (Utilitarianism)

ex trait of honesty
Smiling at people \rightarrow \uparrow happiness

(3) Reduces corruption - ex maintaining proper records

(4) Raises trust in self and institutions

ex Camyng out promises by action

(5) Scientific temper encouraged instead of

blind faith ex trait of questioning

b) optimism works by motivating a person towards a goal and creating the hope and belief that the goal can be reached

\rightarrow "can do attitude" is created which allows :

introduce what you understand with the term "to do"

do you think positive

increase your happiness!



- (1) Focus in face of distraction
- (2) Jovialness in times of sadness
- (3) Courage in ~~to~~ hard times
- (4) Conviction in times of pressure

These allow human to stay true to one's goal without compromising one's outlook to life ie viewing world ~~as~~ pessimistically to be without joy.

Functions

1. Boosts morale, keeps motivated
2. Creates good atmosphere of light heartedness
3. Allows enjoying life without unnecessary tension
4. Social cohesion and reduction in clashes
5. Toxic work culture is reduced
6. Inspires others

Good

3 1/2

Q4. Aristotle and Buddha both spoke of 'madhyam
marga' or 'temperance' in behaviour to
lead an enlightened and fulfilling life

→ Aristotle calls each virtue as a golden
mean between two vices

ex courage is the mean of cowardice
and Rashness

→ Any virtue overdone becomes a vice

ex Too much courage may create
rashness which creates unwanted
outcomes

→ Person must balance between virtues
as well:

Wisdom, courage, Justice, temperance
are equally important.

Buddhism concept of Madhyama marga

also speaks of "too much of anything is bad."

↳ Ex seeking salvation is good

but ignoring current life for afterlife is cowardice and not good

↳ for benefit of all, "Sharma", "Sanyas", "Buddha" should be followed

↳ balance between 8 noble truths should be followed.

modern-day issues like overuse of tech for pleasure instead of education resulting in moral and physical degradation is use in point, show relevance even today.

Good analysis.

14/12



Q.5) (1)

This statements reflects the permanence of change as the only constant.

↳ Both the river and the human are ever-changing and evolving. Expecting or behaving as one behaved earlier/
interfere with another will be futile

Relevance in administration

↳ shows need for constant upgradation
re-calibration of policies and evidence
based policy making

↳ Society and situations are continually
evolving: Following same old approach
will not always be effective

↳ Agile governance is needed.

11) This shows the importance of having a clear
consciousness over purely external beauty.

→ Often we end up focusing on externality
based only societal stols.

→ However, without a clear and beautiful
heart, we shall be lacking in integrity
and true beauty. ✓

(In Administration)

Rather than focusing on power show,
social media for influence, one should
always remind oneself of ethics for
public life, idea of selflessness and
service for humanity.

↳ without these, a public servant
becomes only an actor → heart is needed
for actual social service.

also talk
about forgiveness,
objectivity,
etc.

4



Q6(a)

Serenity is about having calm and composure at all times, despite hurdles and conflicts around you.

↳ A civil servant may face stressful situations, threats, defamation etc. but must always be serene.

↳ Helps maintain objectivity and raises quality of decision making.

↳ Keeps subordinates assured else situations may create unrest within offices as well.

↳ Serenity is both internal (heart, mind) and external (uniform in place, no fidgeting).

↳ Helps build resilience and public trust.

c) Practical wisdom is wisdom flowing from lived experiences and ground knowledge as opposed to theoretical knowledge.

↳ A civil servant is required to have practical wisdom: ~~to~~ ~~truth~~

- (1) allows ground engagement
- (2) Execution of policy
- (3) overcome hurdles in execution
- (4) Solution-based approach easy to deploy

Theoretical wisdom is academic, practical wisdom is what gets things done on ground.

Good!
(4/4)

Q7.

In the case of delegation of powers, any shortfall or carrying out duties cannot be purely ~~be~~ blamed on one person, as the blame also lies on :

(1) Self : Not being able to choose right person for task

(2) Capacity of dept - inadequate, infra. may cause bad execution

(3) Systemic faults - like SBT not working, ghost connections

(4) Public attitudes - non-cooperative behaviour.

also introduce the role of senior in hierarchy in guiding etc.

Thus any critique to subordinate needs to be tempered with these concerns.

My take

(1) Find out extent to which he is responsible



for the issue

- (2) Analyse exact loopholes
- (3) Critique and offer solutions to the person

What will be considerations

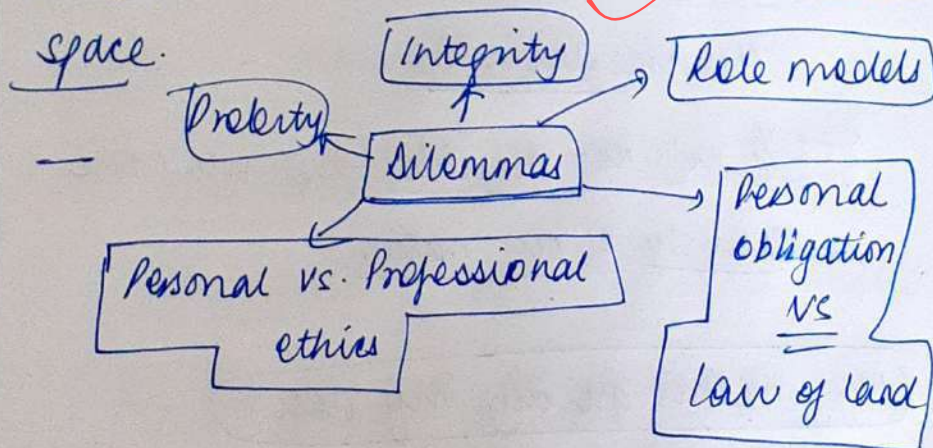
1. Criticism should be fair → not be inordinate
2. Constructive criticism should be there to create solutions not reproachment
3. Work culture should encourage feedbacks instead of blame-game
4. Toxic relations between self and subordinates should be guarded against

Criticism shouldn't take form of venting anger, instead be used to find solutions and ensure better work outcomes in future.

Good ✓
(4)



Q8. Ethical dilemma arises when there is a contradiction between our ethics and the situation at hand due to moral grey space.



My Response

This case creates a conflict of interest as my personal obligation (to help the bodyguard) comes in the way of my professional obligation of being honest.

→ I will deny giving the favour as it is illegal to do so.

→ I will make the bodyguard understand my obligation to uphold the sanctity

of my public office

→ ~~if~~ The person will be advised to
enter legal bidding process

→ if he is genuine → he will get
license anyway

→ if he's not genuine → it will save
security of our nation

won't he be
washed too
not to
bibe again!

(My concerns guiding my action)

1. Sanctity of public office
2. Probity, honesty, integrity
3. Safety and security → arms licence shouldn't
go to wrong person
4. Public institutions sanctity

PM

Q9.

Accountability is the quality of a person/
institution being answerable to the people
about the how, what, where of
decision-making.

→ Max Weber believed in Ethical
Neutrality or agents of state must
be detached and unbiased in order
to deliver welfare services with
impartiality

→ This can only be ensured with
accountable governance and civil
Servants

↳ governance which is answerable
to people reduces moral free
space by guiding ethical conduct



without accountability

- (1) governance becomes evasive
- (2) subordinates stop being under effective
command of seniors ✓
- (3) welfare is minimised
- (4) Public funds are wasted ✓

Thus to preserve proper functioning and
hierarchy of government, accountability
is essential. ✓

Relate account-
ability with
weberian hierarchy.

2 1/2

Q10.

Honesty is itself a useless virtue in a civil servant if it fails to create impact / makes the civil servant non-functional within the system.

↳ The trend of frequent transfers, baseless court cases, defamations against honest civil servants illustrate this.

What is needed?

Good
Honesty + Effectiveness = Governance

1) A civil servant must have pragmatism in dealings: He should not be party to dishonesty but know how to make way out

2) Vigilance in approach — to be able to check corruption before it happens

↳ instead of reactionary approach

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of questions

(3) Assess impact of his actions on public welfare: Sometimes Waiting and kiding time are better than all-out approach

(4) Realise he is replaceable - By not using pragmatism, he may be simply transferred → someone else may be compe

→ He should institute mechanisms which reduce corruption and make it difficult for anyone who replaces him to be compe

ex e-file tracking mechanism (Punjab)

(5) Policy execution is paramount - any policy for immediate relief works etc. must be given primary over other

Honesty must be sharpened with intellect and use of tech to ↓ corruption and be tempered with course of public good for effectiveness.

Discuss some of the salient cases where civil servants have failed to highlight corruption etc.

3 1/2



Q11.

The citizen's charter movement began in UK in 1980
under Thatcher regime to give rights-
based approach to welfare to its citizens.
It is in India as well, however these
charters are prescriptive in nature, ~~not~~ and
remain non-justiciable.

Citizen's Charter Prescribes:

1. Duties of the public dept in delivery
services
2. Standards of services to be upheld
3. Grievance redressal mechanisms
4. Rights of citizens wrt. the service
ex. Right of citizens to 55 litres of clean water
per day
5. Assurance of complaints being lent an ear

However, these are non-legal and non-justiciable. They appeal to morals of the Service providers instead



- (1) Service quality
- (2) Professionalism
- (3) Excellence
- (4) Honesty in delivery of promises
- (5) Probity in conduct of affairs
- (6) Empathy in case of grievances

Discuss how
awareness of
services etc
might help in
enforcing
Charter morally

By being a tool of moral guidance, the
citizen's charter promotes ethics-based
approach to governance instead of the
litigation-based approach. This reduces
time lags and raises overall social welfare

3 1/2



Q12.

College Students are often driven by concerns of appearing 'chic', stylish and in-fashion instead of caring for security and safety. The campaign will have to be appealing and interesting in order to make an impact.

my campaign

1. Rely on Plays, Skits and multi-media to drive home importance of Seat belts
→ instead of drab "notices" on walls
2. College Drama society can be involved for creating further interest
3. Artistic posters on NCRB statistics on road deaths can be pasted
4. Use of interactive statistical tools, videos to show impact of seat belts

5. Talk with relevant police person / IPS
can be organised to attract students to the
issue

6. Local shops selling belts can be partnered
with to supply college discounts
↳ this may boost usage

7. Engage college Arts Society with local
retailers to create artsy seat belts
which are appealing
↳ may boost usage

By this multi-pronged campaign, belt
usage may be inculcated in behaviour
of college students and its usage
continuity will be ensured.

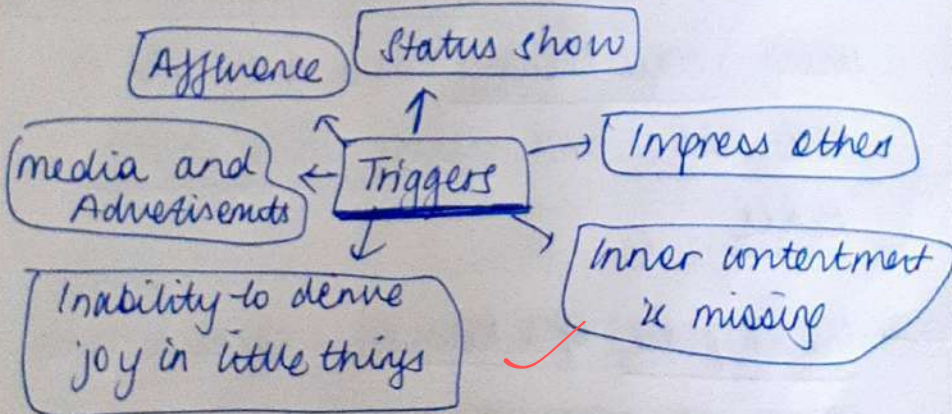
Good! (4)



Q13.

Consumerism defines the modern day
fetish among people to consume more,
newer goods each day, without there
being a need to do so

→ This is often done for various reasons



This creates several issues

1. Environmental degradation → "Earth has
enough for needs, not greeds" (Gandhi)
2. Forced labour employed to produce goods
3. Waste generation
4. Attitude of treating objects better than
humans
5. Transactional approach in life



Contentment is like a kneeze on the burning greed of consumerism.

→ It allows us to be

(1) Happy with whatever we have

(2) Accepting for what was not meant for us.

→ This attitude reduces urge to consume, using "retail therapy" as a way out of discontent, and creates more inner peace

→ Inner peace of a human creates a more peaceful, less toxic home and reflects in a more peaceful society

→ Mahatma Gandhi's Talisman comes to mind: Contentment, mindful consumption and decisions tempered with concern for underprivileged ultimately creates a life worth living.

→ Explain what you understand with Contentment

! highlight difference between need & want etc.

3



Q14. These cases are clearly revolving around human rights of individual vs collective security, sovereignty of state.

a) Ethical dilemmas

↳ Paramourty of security for all should be preferred or human rights of few?

↳ How ethical is 3rd degree torture?

↳ Without exact SOP, discretion for use of these methods is bound to create issues

↳ Right to life of police constables vs of protesters

↳ lawyer use of force in times of distress

b) I will be guided by law and the constitution in the case

Step 1 → SOP will be followed

→ I will institute detailed inquiry

Step 2 → If found that 3rd degree / human

shield could be avoided, but

wasnt → opt action

Distress
suffered
ethical
primarily
such as
deontology
utahy etc.



Step 3 : Speak to protests : communicate
that opt action will be taken

- ↳ give compensation
- ↳ money for funeral

Step 4 : Institute SOP, clear out guidelines
on when to use force to reduce
moral grey space

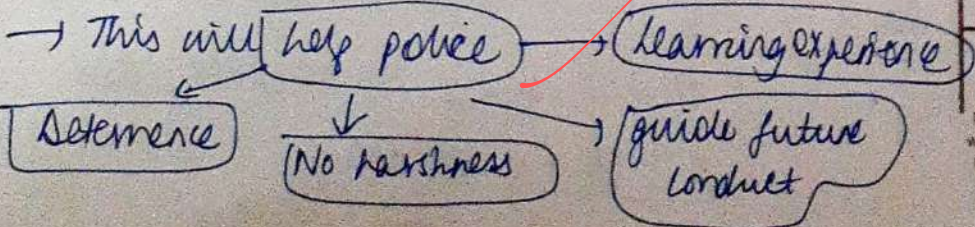
warning
to force

c) I will abide by laws and ethical neutrality
(max weber) instead of relying on the
persuasions of seniors.

↳ I will not get swayed : either by
protestors or my senior

↳ If Inquiry finds guilty, opt punishment
must be given

↳ If not, officer must be compensated
for loss of face



d) The use of Torture goes against human rights of individuals, however it is necessary evil given India's unique and multi-pronged security challenges (insurgency, drug trade, terror, radicalisation)

↳ However, few guidelines should be followed

- ① Use only as last resort
- ② Right to being heard (Natural justice) should be upheld
- ③ SOP and guidelines should exist on when, how and for how long the methods should be followed

petty crimes
how
principle

It shouldn't be allowed under all situations like petty crimes as it results in terror state, loss of public trust, human rights abuse.



e) Usage of a human ~~moral~~ shield is against the ideals of human dignity and abjures right to life. However, in some cases it becomes necessary:

- (1) Police is surrounded
- (2) Use of force is minimised as violence can be avoided
- (3) Puts protestors in shoes of police: How it feels to be surrounded? Can be a change of heart
- (4) Time can be bought for further action

However, this should be only done as last resort as creates public distrust, fall in international standing (Israel), ~~and~~

*Dilemma
human
dignity*

8



Q15. This is a case of executive zeal coming in the way of effectiveness in policy execution due to inadequate policy deliberation.

a) Reasons behind failure :

- (1) Taking decision without first judging capacity and capability of executing a decision
- (2) Non consultation with colleagues —
Single handedly taking decision
↳ If key functionary had been taken into confidence, ~~etc~~ he would try to avoid leave
- (3) Inadequate capacity building before decision
- (4) Shallow judgement of situation — else all aspects could be taken into a/c
- (5) Non use of tech — Evidence based policy lacking : Solely relying on word of mouth



b) Ideal course

Step 1 Detailed analysis of past files to
understand administrative difficulties
↓
of the past, to learn from mistakes

Step 2 Including detailed survey and data
analysis of water quality, mis-ecological
↓
flow instead of only citizens
consultation

Step 3 Capacity building acc- to identified
needs : instal water treatment plants etc

↓
Step 4 Involve colleagues in whole process
↳ team player
↳ support by all should be ensured
↓
for executive perfection

Step 5 Awareness of public on reducing
water use, promoting recycling at house
level is important.



Executive action alone will not ensure long term solution.

c) Citizen's charter will have duties and obligations for both citizens and my dept.

Citizens → Duties

- minimise water use
- instal rainwater harvests
- recycle water when possible
- Educate children via plays, media on imp. of water use efficiency

→ Rights

- To safe drinking water ensured
- Periodic checks on quality will be done
- Timely water supply
- effective grievance redressal

Water Dept. → Rights

- To data on latest water quality and water use
- Right to feedback



Duties

- ensure safe water
- ensure adequate water (IT 4cpd)
- Timely checks on infrastructure
- maintenance
- Time bound and responsive grievance redressal

draw charter in proper format



Q16. This is a case of ethical slippery slope where social morality (patriarchy) and public competition is getting in way of rights of individual and delivery of govt policies (Ban on sex selective abortion)

a) Ethical dilemmas

- (1) Personal interests (not reporting incident) vs public interest
- (2) Public competition by Health minister
- (3) Use of influence by family
- (4) Medical ethics — abiding by Hippocratic oath
- (5) Public morality getting in way of Reform and Constitutional morality
(Right to equality AA14, against gender discrimination AA15)

values such as
friendship, duty
etc.

b) As a doctor my moral obligation is first and foremost to abide by medical ethics and law of the land which clearly bans sex selective abortion

Why it helps?

1. Saves female foetus and reduces skewed sex ratio
2. Encourage friend to stand up against the family on the issue
 - ↳ promote democracy within family
 - ↳ social reform
3. Helping friend is myopic — Real help is when she will get rights over her reproductive life → To produce a child.

(Cairo Declaration)



c) I do not agree with the statement as a public servant serves the public, constitution and sacred laws flowing from it, not the executive (which is temporary)

- ↳ Health minister is clearly being corrupt by:
- (1) Not abiding by law of land
 - (2) Influence peddling
 - (3) No spirit of reform and public good
 - (4) Will cause ineffectiveness of gort. policies aimed at raising sex ratio
 - (5) Promotes patriarchal mindset

↳ Any public servant must keep public interests in mind, not personal interests of coming in minister's good books by accepting whatever he says.



d) my step wise approach will be:

① Try to reason with family against this harmful practice.

↳ give examples like Pratibha Patil,
Kiran Mazumdar as women stars.

② Try to speak to friend's husband and friend
to take a stand

↳ newer generation must usher

↓ change

③ If it doesn't work and I face health
minister's pressure I will report to my
superiors

↳ Take opinion of colleagues on
course of action

④ The hospital should deny this service
as it is illegal and socially regressive

⑤ Threat of abortion being done by other
hospital should be curbed by adequate
media attention to the case.



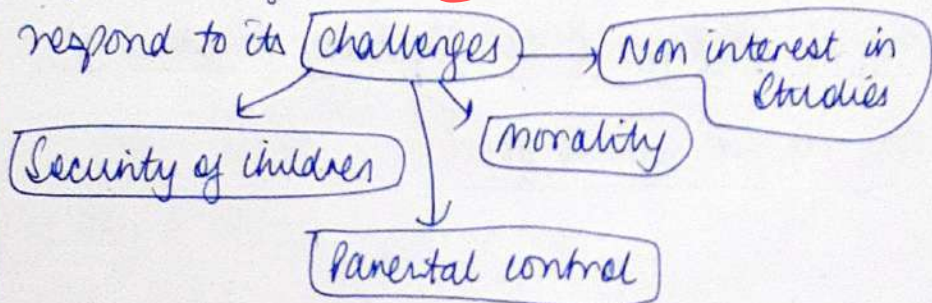
Recourse to media must be last resort
as it may create issues for the hospital
management. However, if all else fails,
this step must be taken, as sometimes one
must go beyond our capacity to stand up
for larger social good

Good approach!

9

Q7.

New technology has always been disruptive in changing social norms, behaviours and requires adequate calibration in how we respond to its challenges



a) Parents cannot stop floodgates of tech, only adapt to maximise benefits (edu-apps) and minimise concerns (safety)

1. Parental locks can be used to filter out harmful sites
2. Dialogue with children so that they can exercise enlightened judgement
3. Community-level engagements of all children in a colony via plays, skits to demonstrate hazards



4. Partnership with Schools to ensure school curriculum is sensitising about risks

5. RWA should be given funds for development of parks and green spaces to encourage physical activity, sports :

↳ effectively limits screen time

6. Dance, music classes can be started to raise sociality and reduce addiction

also don't think that parent shall spend more time with children

b) Forced discipline is on one hand becoming redundant due to access to tech by all

age groups, pervasive technology and ego in children which pushes children

further away from parents who are strict

on the other hand : it helps curb extreme cases of addiction and imposes moral restraint.

My take on issue

"golden mean" between forced restraint and freedom is needed.

↳ we need "induced discipline"

This can be done via "nudges" to change behaviour :

(1) Classical/Pavlovian conditioning - ~~give~~ good results, concentration in studies etc should be accompanied with good memories created for the child to induce further de-addiction.

(2) Instrumental conditioning - rewards and praise to raise child's moral and intellectual stds.



c) Discipline can be sustained for long only by
making the child understand fully that this
is for his own ultimate wellbeing

↳ Idea of forced parenting rests on violence
and threats and "I know best approach"
of parents

⇓

with modern day egoistic children this
creates reaction → boomerang effect

⇓

children donot fully understand that what
is said is for their own benefit and go
further away from desired path.

Thus due to these needs of understanding
and appreciating parents' concerns, we need
induced discipline

↳ Dialogue and loving atmosphere are
necessary

↳ Not make it "us vs. you issue"

→ good behaviour must be rewarded
and praised

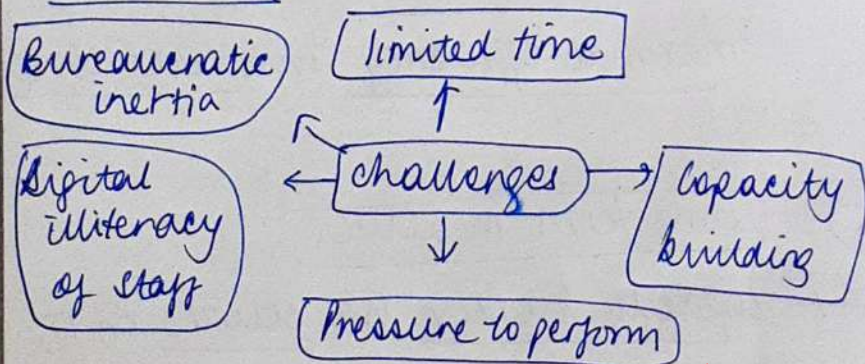
→ Education of child of ill-effects of
his path is paramount to make him
realise own enlightened self interest

These will ensure minimal parenting
and maximal wellbeing without creating
atmosphere of tension and rapproach b/w
parents and child.

Good!
81

Q1C.

This seems to be a case of over-ambitious
policy and target setting without adequate
capacity building which results in loss of
face on non-meeting of targets and ultimate
wastage of public funds due to sub-optimal
performance.



My course of action

Step 1 Morale-boosting and motivating
my team which is facing hurdles
→ "can do approach"

Step 2 Adequate data-driven mapping of
Shortfall in capacity ⇒ "How much
do we need to bridge?"

Step 3 Skill-mapping of current staff
acc. to needs of the project

→ some employee may be exited
for back end data feeding, other
for front end analysis

Step 4 Adequate re-shuffling of roles

acc. to skill set to generate
maximal efficiency with least time

Steps Long term measures

1. Capacity building via courses on IT,
data management etc.
2. Partner with universities to deliver
skill sets for new age governance
3. Public private partnership in execution
4. Report to the ministry about adequate
funds needed to bridge skill gap

All this, while done with consensus of a motivated team will ensure success.

members must be assured that re-shuffle will not have bearing on / amount to pay cuts

Whenever, new tech is adopted, hurdles are bound to be created. But answer is not to reduce reform → it is to adapt

ex TN Cheshani's introduction of EPIC was a novelty, and a grand success due to team work and spirit of change.

ALSO don't you
think you must
seek regular feedback
opinion etc.

18

Q19.

Society responds more intensively to anything which appeals to their emotions and delivers results as promised. This explains spiritual guru's following.

On the other hand, society "exits" a state by way of non-participation, non payment of taxes when it loses trust in govt.

This explains low success of govt programs.

a) I believe involving spiritual gurus may have some short term benefits:

(1) Immediately reaches message of govt to wide section.

(2) Even socially orthodox will lend an ear to reform.

(3) Influence and public trust in the guru raises acceptability of policies.



(4) Participatory democracy is assured as

(1) Spiritual gurus also made into tool
of state influence

(2) Hitherto untouched sections are brought
into policy fold:

(3) Ensures participation of all sections

b)

There are some issues:

(1) Situation of message of govt policy
at hands of guru's agendas

(2) Subversion of agenda of reform by
~~part~~ peddling version of the ashram on
the policy

(3) Raises authority of guru over state
institutions indirectly

(4) Defeatist attitude as reflects that state
accepts people are not reachable without

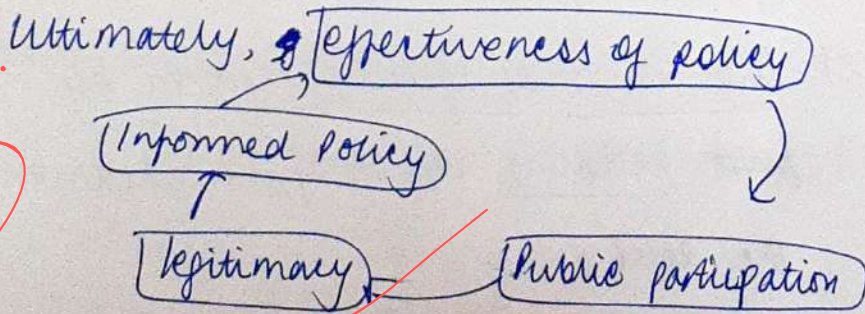
going through guns

(5) Encourages fake guns / ashrus
which results in public welfare losses
ex Asaram bapu case

(6) Against secularism and separation
of state from religion

(7) may result in gum trying to leverage
his following / vote bank to gain favours
ex land at cheap rates for ashrams.

Good!



State must try to bessen gap b/w itself
and citizens to ensure that public remains
attached to state machinery for reform.

Behavioural campaigns, nudges ex Beti Bachao
is in right direction

