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Q. 1(a)

Political leaders are in position of a responsibility → Achieve greater good while abiding laws and constitutional ethos.

Politicians breaking constraints of Morality to achieve greater good

- → Involving in just war
  - ↳ leaving pacifism to ensure human rights and justice
  - Ex India in 1971 war
- → Breaking laws/rules to ensure public trust, fundamatal rights
  - Ex Socialist movement during emergency.
- → Affirmative action
  - ↳ To treat unequal unequally

But seldom Going against morals result in greater good -:

- Slippery slope into ethical egoism
  - Ex Reservation politics
  - U.S.A. in Vietnam war
- Corruption breeding ground
  - Ex 2G scam, Commonwealth scam
  - India - 85th in corruption index
- Erosion of public trust
  - Ex demands by MKSS and RTI enactment.

Hence political leaders need to have adherence to cardinal virtues and walk the talk to ensure a transformational leadership for the community

Q. 1(b)

Aristotle states that virtue is nothing but the mean between two vices.

Why Intuitive Virtue theory best suited for Humans

- Humans are innately good but also have requirements
- Ultimate Ascetism not possible
- Moderation in one's conduct most suitable to ensure ethics and personal development

Intuitive Virtue

↳ Most readily available to person

↳ Most quick decision making

↳ defines Implicit Attitude.

Intuitive Deontologists

↳ Following rules, certain universal principles is of key importance

Next IAS ID: CSMACT24A1283, EE2403, 27-08-2024 12:13 PM

↳ Simply ignoring deontology could lead to

- ethical subjectivism
  - Ex defending patriarchal values.
- Moral myopia
  - Ex Defending smoking
- "Treating humans as means"

Consequentialism
- important to ensure **greatest good**
- have outcome orientation

Hence following **Ethical pluralism** is necessary.

☆ **Moral sensitivity** — **Moral judgement** — **Moral choice** — **Courage to stand by choice**

Madhyam Magga is the right path to choose but should be guided by right values and right intent.

Q. 2(a)

An Ethical Administrater must have "Rajarshi" character i.e. calmness of a Rishi and objectivity of a King.

Ethical Attributes of an administrator

① **Democratic Attitude**

- ↳ ensure motivation in subordinates
- ↳ Acknowledge other's opinions
- ↳ Be approachable.

Ex Vikram Sarabhai as ISRO chairman

② **Transformational Leadership**

- ↳ Take responsibility of one's action
  Ex Lal Bahadur Shastri and train acident
- ↳ Walk the talk Ex U. Sagayam, IAS

③ **Public service orientation**

- ↳ Priority to "Dedication to public service"

Ex S.R. Sankaran and Bonded labour, SC/ST welfare.

④ **Rule of law**
- → Ensures procedural Integrity
- "Doing more than law requires but within the limits of law allows"

⑤ **Objectivity**
- → No place of subjectivism
- → No favoritism, Nepotism
- Ensure Public Trust
  - Ex Raju Narayan Swami

Development
- Self initiative → Conscious self practice
  - Ex TN Seshan as ECI
- Training
  - → Role model.
  - → observational learning
- Instrumental Conditioning
- Enforcement Mechanism
  - e-governance
  - Code of Conduct & ethics

To develop ethical administrator, Efforts are needed from pre conventional morality phase i.e. role of parents and teachers.

2(b)

In public administration, Conflict of Interest arises due to discretionary powers and inability to prioritise values.

A public servant faces three responsibility

- Political responsibity
  - Democratic ideals
  - consensus building
  - Right to freedom of speech
- Professional responsibility
  - efficient administration
  - public service
  - maintain confidentiality in matter of national interest
  - Non partisan & Neutrality
- Personal responsibility
  - Career prospects
  - family interest
  - safety & security

Next IAS ID: GSMACT24A1083, EEE/401, 27-09-2024 12:13 PM

Priorty should be given to professional responsibility

① primary duty Karma is public service.

Ex E Sreedharan.

② Ensure political neutrality

Ex Vinod Rai as CAG

③ Ensures Democratic ethos

→ Ex Prashant Nair, IAS

④ Lokasangraha over personal interest

Ex Ashok Khemka.

⑤ Motivation to ensure justice and constitutional ideals.

Ex P. Narhari – accessibility
– DPSP

Public servant need to have Samatva Buddhi and be ready to face consequences of doing the right in favour of public duty.

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Q. 3 (a)

Acts of Conscience refers to following one's conscience in "cases of double effects"

① Example of Act of conscience:

↳ Justice H.R. Khanna's dissenting judgement in ADM Jabalpur case

↳ cost him position of chief justice

↳ Conscience → Could not allow injustice – fundamental rights

② Example in Civil services

↳ Raju Narayan Swamy → Raid on a liquor baron's property

↳ faced political pressure, death threats career prospects.

↳ followed Conscience → Integrity & objectivity.

Next IAS ID: GSMACT24A1283. FE2403. 27-08-2024 12:13 PM

Basis of Acts of Conscience

- → Having access to Conscience
- → Conscience build upon high moral compass
- → Self initiative to listen to conscience
  - Ex Gandhiji - largest court is court of conscience
- → Courage of conviction
  - Ex Alex paul menon & conviction to ensure Grassroot democracy in LWE areas

Conscience should also be followed by adherance to constitutional ideals, laws, and Commitment to public service to ensure, public servant do not slippery slope to ethical egoism

3-(b)

Educational Institutions play a vital role in Conventional morality development according to Kohlberg.

Educational Institutions 4 Ethical civil servants

→ Inculcating values of Truthfulness, courage of convictions, empathy

Ex Observational learning – stories of Mahatma Gandhi

→ Teacher's Conduct
- Punctuality
- democratic
- participative

└ Development of positive attitude civil servants

Ex Prashan Nair - facebook for grievance

→ Respect to National ideals, constitution

└ ensure limited governance and approachability in civil servants

Ex P. Narhari - Janta Durbar

→ Ensuring Trust in Government, structures, societal values
- character development apart from Knowledge.
- Inquisitiveness & Innovative mind
  - Cognitive development to think out of box

Eg Avinash Sharan, IAS & Mobile Ambulance.

Current Educational paradigms

Positive	Negative
Moral science	lack of cultural & character enhancement
Modern history	Rote learning
Poems & stories	lack of cooperative approach
Team building during gaming period	lack of mental development
competition	

Following Panchakosha system of development of Mind, body, spirituality, emotional, and social skills. Is necessary to have Efficient & Ethical Civil Servants

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4-(a)

Persuasion and social influence are two potent ways to mend/ change attitude / behaviour of others

persuasion to promote health & social interventions

Ethos route → Using credible personality

Ex Amitabh Bachchan and covid-19 vaccine

Pathos route → emotional Appeal

Ex Vocal for local

Logos route → MMR/IMR decreasing with increasing women education

Ex Beti Bacho / Beti padho.

Challenges faced in persuasion & social influence

① Credibility of influencer/ persuader

Ex persuader should also walk the talk

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② Message Congruity

- How well it is constructed
- sometimes Complex or fall out of zone of acceptance

Ex National population policy of 1970s

③ Audience

- level of information
  - less informative
    - more pathos route
  - High informative
    - core route
      - Ex Cancer and smoking.
- Leaders & community Facilitators → Need to take them into confidence
  - Ex sarpanch.

Hence Persuasion & social influence allows for improved, sustainable changes in attitude but also need careful calibration for desired results.

4-(b)

RTI act 2005 was broght in to ensure more openness and transparency in governance.

Characteristics of RTI

- Public Information officer:- Right of the people to have information
- Grievance redressal → CIC/SIC
- Proactive information dissemination Sec 4(1)(b)
  - Culture of transparency
  - self intiation
- National interest : exceptions under section 8
- e-governance
  - Increased adoption
  - accessibility

Impact of RTI in Accountability

- Increased public participation
  - Ex Rising RTI cases
- Unearthing corruption
  - Ex Adarsh Society Scam
- Enhanced role of Civil society
  - Ex MKSS
- Increased external enforceability
- Swapnil Tripathi Case → CJI – public authority under RTI
- Improved whistleblowing
- Increased relevance of CVC and Lokpal

Challenges

- misuse of section ⑧ exemptions
- Retaliation against RTI activists
  - more tha 90 have been killed
- Lack of whistleblower protection
- Bureacratic attitude
  - oath of secrecy/Confidentiality
  - + Civil service Conduct rules
  - + Official Secret Act

Hence to ensure RTI effectiveness, Oath of Transparency and limit on use of exemptions is necessary

5 - (a)

High quality public service delivery is a sine qua non for Good Governance and New Public Administration.

Ethical Implications
- Equity and inclusive society
  - Ex ICDS scheme
- Accountability to high standard of service
- Public Trust
  - Ex RBI and management of Banks.

Probity in Governance
→ following highest forms of ideals, values, principles.

Ex TN Seshan & ECI

Probity & efficiency in administration →

① Public service commitment priority

Ex: Armstrong Pame

② Economy in Resource use

↳ Economy & efficient allocation

Ex Antyodaya principles

③ zero space for corruption

↳ Public trust maintained

↳ work culture maintained

Ex CAG as institution

Addressing needs of marginalised

(1) Priority to marginalised

"Treating unequals equally is a sin"

↳ need to have special provision & priority to ensure equality — Art 14, 15

(2) Compassion & Empathy

└ not over emphasis on procedural complexities

Ex Forest right act → application

(3) Outcome orientation

└ rather than administrative ease

Having a citizen charter and following Sevottam model in letter & spirit will improve service delivery

5-(b)

Corporate Governance according to Cadbury Committee should follow- Transparency, Fairness, Independence, and Accountability.

Role of Regulatory frameworks

↳ External Checks & Balances
(Ex) RBI guidelines

↳ Prompt Action to correct
(Ex) SEBI interventions

↳ Ensuring Consumer protection
(Ex) consumer protection Authority

↳ Check monopolistic tendencies
(Ex) Competition Commission of India.

↳ Enforcement of rules, laws
- Punishment to erring party.

Next IAS ID: GSMAC124A1285, EE2403, 27-08-2024 12:13 PM

Ex Chanda Kochhar of ICICI

How to design these ethical frameworks

↳ Must ensure Fairness
①

to small shareholder

Stakeholders

Consumer protection

Environment

Ex → CSR

② Ensure Transparency

financial dealings

Arm's length Principle

No Taxation evasion

BEPS

③ Independence — Independence of Independent auditors

↳ MD and chairman be seperated

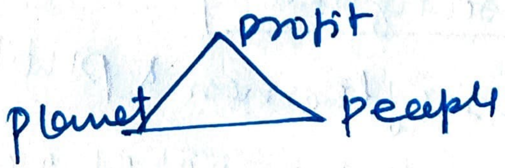
Ex → Uday Kotak Committee recommendation

④ Accountability

↳ Nature

↳ People

↳ Shareholders & Board



Idea of Tata Institutions → ensuring Moral brand and CSR alongwith shareholder management shows Ethical Corporate.

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6-(a)

Having Conscience ensures that one act morally and ethically and curb extreme behaviours

Significance of Conscience

- → Moderation in one's actions
  - Ex:- Aristotle golden mean
- → NO crisis of Conscience
  - Ex- Happiness is when what you believe, what you say and what you do is in harmony
- → Loksangraha
  - selflessness & public welfare
  - Ex- Thinking not of yourself as less but thinking about yourself less
- → Emotional Intelligence
  - Ex → Gandhiji & recall of NCM

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How to develop Conscience

- Self effort / initiative
  - Ex Kuvempu failed his own son
- Conventions Morality
  - Conscience → result of innate moral sense.
  - Ex Some are born truthful.
  - now rejected
- Modern theory of morality
  - Conscience can be developed
    - development of EI
      - Exercise & training of Mind's Limbic system
    - Observational learning
    - Social influence / Persuasion.

Mission Karmayogi tries to ensure that civil servants acts in principle of commitment of public service and remain conscientious in their decisions.

Q. 6(b)

Compassionate society is a just society where there is respect for all and eradication of prejudice & inequality.

Ascending sense of reverence/respect

- love for all [Ex: service of Jiva is service of God]
- Universal humanism
  - Ex:- Tagore - "God is bound to all of us in chains of love"
- Justice for all
  - following Rawlsian Veil of Ignorance
- Rule of law — Lex Rex concept
- lack of Any privelege
  - Ex — Abolition of privy purse.

Next IAS ID: GSMACT24A1292 ET2405, 27-08-2024 12:13 PM

Descending sense of contempt

- → Eradication of Birth based inequality
  - (Ex) – Art 17 – Abolition of Untouchability.
- → Treating unequal unequally
  - ↓ To make them equal
  - (Ex) Art 15(4), 16(4)
- → **Social Mindset Change**
  - └ Tolerance to other's views
  - └ Rising inter community interactions
    - (Ex) Increase in intercaste marriages.

Compassionate society is where people understand each other's challenges, respect each other and try to help each other to make a more fair society.

Q. 6(c)

Having Emotional Intelligence confirms self awareness - one's weakness and one's strengths.

Self awareness of weaknesses

- help in self improvement
  - Ex Neeraj Chopra after winning silver medal in Olympics
- perseverance in one's attitude
  - Ex Manu Bhaker, Olympic winner.
- Ability to change with time
  - Ex — Constitutional Amendment in India
- To ensure rational decision making
  - Aristotle golden mean
  - Ex — Avoiding recklessness

Issues of lack of self awareness of weakness

- ↳ Ethical egoism Eg - USA in Iraq.
- ↳ Unjustice in society Ex Hitler in WW2
- ↳ Continuous decline of society
  Ex → Pakistan debt culture. & crisis.
- ↳ Lacking Leadership
  Ex → Pol Pot of Combodia

Ensuring that people remain calm and "Samatva Buddhi" in success and failure to ensure Moderation in one's attitude and ability to chang

Q-7

The case study deals with a classic case of ensuring Right to livelihood and Right to health.

Issues involved in the case –:

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① Violation of Industrial safety norms – unlawful

② Direct correlation of Industrial pollutants and health of nearby populations

③ Right to clean environment
vs
Right to livelihood

④ Priortizing health or priortising income

⑤ Protests → demand of public
vs
Rightful decision.

Options Available

Ⓐ Allowing Industry to function as it is :-

Merit	Demerit
↳ Livelihood of people	↳ Dereliction of duty
↳ Reducing their expenses	↳ Lack of due diligence in decision making
↳ Call off of protests	↳ lack of integrity-consistency in conduct
	↳ Health of population compromised

Ⓑ Allowing Industry to function; seek help from seniors; alternatives for the issues; persuading workers

Merit	Demerit
↳ shows approachability	↳ Could harm the population as ~~[illegible]~~ polluti continued
↳ Realistic decision making	↳ harm to children in future lives.
↳ No sudden change to workers.	↳ Willful act of commission
↳ Shows Emotional Intelligence	

ⓒ Acting as per the SOP; Relocate plant; persuade public – ensure their short term financial needs, healthcare checks; long term solutions for decreasing cost –:

Merit	Demerit
↳ Ensure objectivity in decision making	↳ protests can be enhanced.
↳ Shows interpersonal skills	↳ costs increase
↳ Empathy to understand the needs and attempting to solve it.	

Howeve this option seems the most suitable as –:

↳ helping in short term – increased commutation cost through Cheap public transportation

↳ Reaching out to seniors for govt-schemes or ways to help the people.

→ ensuring their health through checkups

Ethical principles to followed by choosing this decision -:

① principle of "lok samgraha"
↳ "Public welfare"

② Prioritizing health
↳ health is the ultimate wealth

③ Objectivity ↳ not getting pressurised by external factors.

④ Emotional Intelligence
— persuading public to calloff protests
— resolving their increased cost through cheap transport availability

⑤ Integrity → reliability in conduct
Dedication to public service

"Integrity is not to do the wrong thing but also having the courage to do the right thing"

Q. 8

The case study shows the example of lack of ethical commerce and following orders /requests.

Ethical issues

① Taking responsibility
vs professional interest

② Following request of colleague
vs Integrity in conduct

③ Courage of conviction
vs Responsibility diffusion
Buck passing

④ public trust maintenance
vs Team player

⑤ Dedication to service/duty
vs Self interest

⊛ Potential ethical & professional consequences of following Director's request

↳ Ethical
- Positive → Team player
  - ↳ Ensuring colleague's job
  - → Sail & Sink Together
  - → Professional/ Career interests
- Negative → Erosion of public trust
  - → Lack of Integrity
  - → lack of Taking accountability
    - ↳ Not being Answerable
  - → Failure to have "Courage of conviction"
  - → "Cognitive dissonance" — wrong path chosen

Professional
- Positive
  - Jobs might be saved
  - personal credibility will not be heard
- Negative → internal Enquiry could later find the lie
  - → Erosion of credibility
  - → Work culture → "Trivilisation of lack of responsibility"

Balancing the decision making

① Certain primafacie foundational values → "Ethical Sensitivity" have to be followed.

→ No compromise on speaking truth

→ Also clarifying the rationale behind why you & Director took the decision

→ Take responsibility on yourself too → Not pass it only on Director

② Ensures → certain principles :-

Truth
Karmayogi
Honesty
Team Player
Accountability

③ Such decision will ensure

Public Trust
Conscienteousness in decision
No cognitive dissonance

"Real Integrity is doing the right thing even when no one is looking"

Q. 9

The case deals with classic example of utilitarianism or Deontology in one's actions.

Issues involved in the case

① Public welfare [Act Utilitarianism] vs within legal limits – welfare of public [Rule utilitarianism]

② Discretion in decision making vs following SOP

③ Taking responsibility on oneself
vs
Going by the rules to help people.

④ Following Ethics of Auditing
vs
supporting a right cause

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(b) Audit officer role have certain uncompromising ethics and conduct

- As an Audit officer - strict adherence to rules.
- ensuring expenditure according to allocation.
- Commitment to Transparency

Here Audit officer should prortise legal and procedural correctness -:

- Ensuring highest form of Integrity
- objectivity in decision making
- Allowing discretionary expenditure against the rules and procedure will lead to slippery slope
  - Corruption
  - ethical egoism
- DM will be given the chance to clarification
- A welfarist govt. will take the decision in public welfare

(C) Impact of decision of reporting misallocation of funds

- **Negative**
  - Action against DM
  - Punishment for a right conduct.
- **Positive**
  - Ensure Openness and Transparency
  - No potential of any misallocation and mismanagement of funds.
  - Credibility of organsations

Impact on District

- The issue of underdeveloped education infrastructure will be highlighted
- Govt. policy priority might change

Impact on future funding

- Increase in allocation to education
- Balancing Connectivity + Education

If a country has to become developed, Educated population is a sine quo non.

"But Ethical conduct is doing more than law requires and within the ambit of what law allows us to do"

Q. 10

The case involves balancing Environmental protectionism and rights of Indegeneous communities

Ⓐ In this case, SP as a law and order enforcement authority should in 1st place

- ensure public order
- peaceful protests
- persuade protestors to not be violent
- Emergency backup plans for last resort

Ensuring short term and long term goals

Short Term
- First ensuring peace prevails
- Deployment of enough forces
- Persuading DFO to have a talk with tribals → "Holistic approach"

long term

- Ensuring Forest rights under forest rights act are met
- quick action on FIRs by Tribals on encroachment of their rights.
- Ensuring Rule of law prevails
- Removal of all encroachments

Ethical issues & Dilemmas faced by SP

① prioritise Tribal traditional rights or Law and order.

② Ensure Authority action or Commitment towards public service

③ Objectivity or Public orientation

④ Following superior orders or Following Rule of law

S.P's Course of Action

① First & foremost → ensuring law & order

② Protests remain peaceful → be available

Next IAS ID: GSMCT24A1283, EE2403, 27-08-2024 12:13 PM

to the protestors & approachable

③ Following the SOP — encroachment be removed only after notice

④ Difusing tension between DFO and tribals — persuading tribals /

→ DFO doing his duty
→ Traditional rights are preserved
→ but NO encroachment in forests.
→ MFP rights are preserved

---

⑤ Long term Awareness drives to ensure follow laws and rules regarding forest protection.

"People hear what you say but follow your attitude"

Hence Having a democratic attitude listening to tribal problems, dealing with forest officers and other govt authorities to ensure tribal right to livelihood, home and development.

Q. 11

The case deals with situation of completing the project on time while maintaining the sanctity and transparency in public expenditure.

Ethical issues + dilemmas

① On time completion or procedural integrity

② Efficient + transparent public resource use

or

following senior's orders.

③ Zero tolerance to corruption / irregularities

or

priority to project completion

④ Audit all the contracts awarded – punishment to collusive corruption

Options Available to CDO

Ⓐ Prioritise chief secretary decision and ensure fast completion of project.

Merits	Demerits
↳ Efficiency in delivery	↳ Willful act of omission [No need to Anticorruption unit directive]
↳ Time-bounded delivery	↳ Willful act of commission ↳ proceeding even though irregularities
↳ personal growth/career prospects	
↳ Marginalised community welfare	

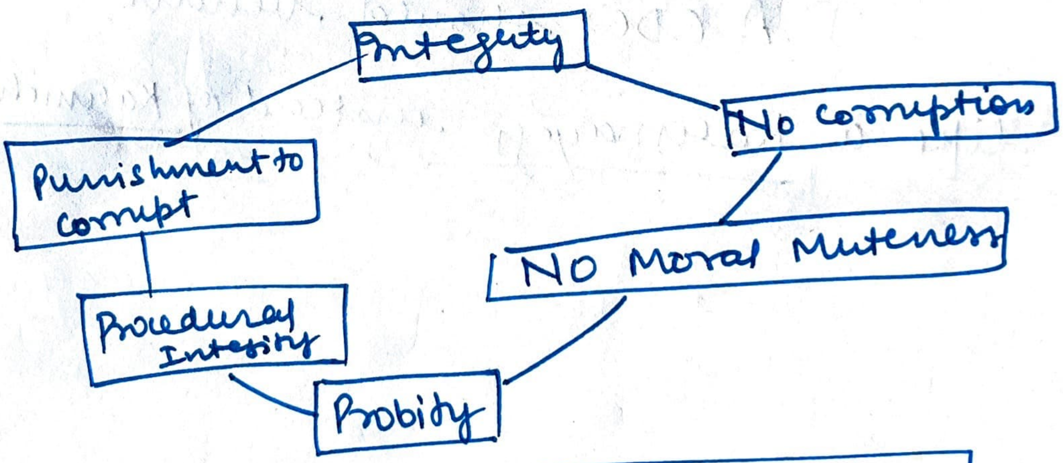
Ⓑ Listen to Anti Corruption unit directive; ensure they present comprehensive report; Audit all the contracts; Halt the project for the time being.

Merits	Demerits
→ Due Diligence	↳ Delay in projects
→ Transparency over senior's orders	↳ Discipline laxity ↓ Not following chief secretary order.
→ Commitment to public service	↳ Personal setback

Second option is the suitable path as it ensures:-

- Highest form of integrity:
- Zero tolerance to corruption
  - build public trust
  - enhances credibility of the institution
- Ensuring the effectiveness in public expenditure
- Courage of conviction
- Dedication to duty = "Adherance to legal & procedural standards"

Ethical principle to guide in such situation



Priortising in such situation

→ Always Transparency and Integrity in the process

- Efficiency in publi resources
- Responsibility to ensure Honest workculture
- No trivilisation of Irregularity

No Chalta hai Attitude

Japan is considered a developed and fairly happy nation as they follow zero tolerance to corruption and strict Adherance to Integrity & probity

A CDO should behave like a Karmayogi instead of Karmchari.

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Q. 12

The case shows ~~what~~ unethical conduct due to conflict of interest can lead to erosion of a highly credible body.

Business ethics involved in the case

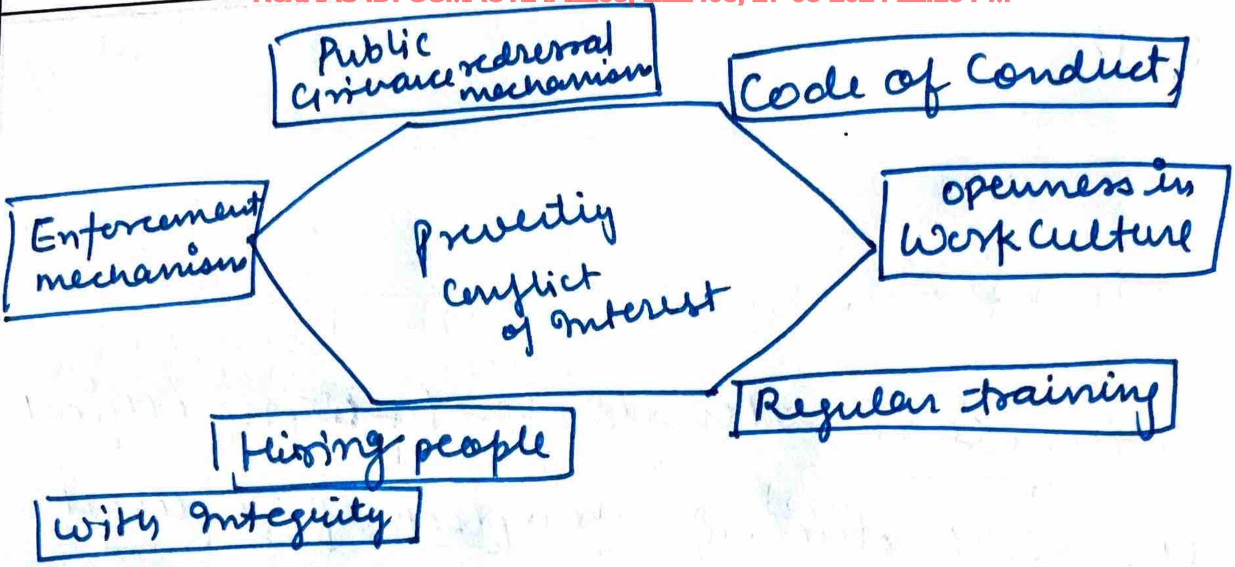
① Profit maximisation vs environment ethics

② Public welfare vs Brand Name

③ Professional Integrity vs Larger public Interest

Steps by Regulatory bodies

↳ Preventing **Conflict of Interest**



Preventing conflict of interest

Public Grievance redressal mechanism

Code of Conduct

openness in work culture

Regular training

Hiring people with Integrity

Enforcement mechanism

How to manage conflict of interest after decision has been made

→ Proactive declaration of conflict of interest

→ Openly provide rationality why could not be discovered earlier

→ Acceptance of Sanction

→ Recuse oneself from such responsibility

→ Face the consequences with Courage

→ Ensure public trust in the institution

Companies – balancing Ethicality & profitability

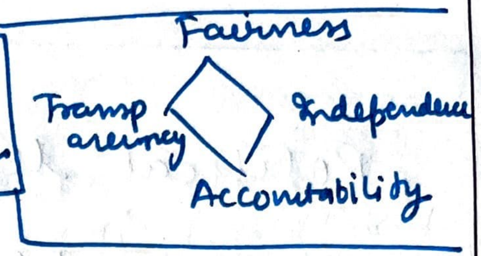
① Following Gandhiji's Talisman

↳ Antyodaya to Public welfare

↳ Trusteeship principle

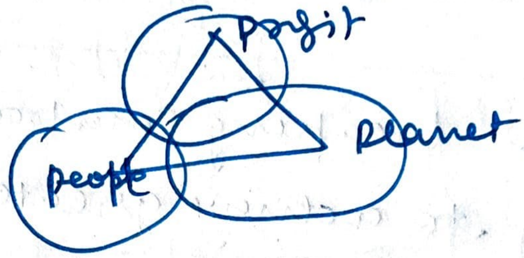
↳ larger public interest

Cadbury Committee recommendation



↳ Triple bottom line Company

—pro people, planet, profit



As waren Buffet state → Integrity in Corporate is also important.

"Moral Branding never goes to waste"
—JRD Tata

Hence Companies should have proper SOP, strict adherence to environment norms, indulge in Corporate social responsibility, and sustainable profit making Commerce with Morality