

IPM / YLM 1.0 TEST SERIES - 2024
ETHICS TEST- 33

Duration: 3 Hours

Total Marks: 250

All Questions are compulsory and answer within the mentioned word limit

SECTION – A

1.
 - a) What do you understand by 'ethical congruence' and 'ethical decision making' in the context of public service ethics? Illustrate with suitable example. (10 Marks, 150 Words)
 - b) Evaluate the significance of adopting a customer-centric attitude in the delivery of public services. How can government agencies ensure a citizen-friendly approach in their interactions? (10 Marks, 150 Words)
2.
 - a) Educational institutions play an indispensable role in the moral development of children and hence schools should go beyond academics to develop virtues, moral integrity and social responsibility. In this context discuss the role played by character education in the moral development of children and how it can be integrated into the school curriculum. (10 Marks, 150 Words)
 - b) Differentiate 'moral relativism' from 'moral absolutism' with examples. (10 Marks, 150 Words)
3. What do the following quotes mean to you?
 - a) "The true measure of a just society is how it uplifts the weakest among its members, ensuring that they, too, partake in its progress." - Periyar E.V. Ramasamy (10 Marks, 150 Words)
 - b) "Ethics is not a mystic fantasy; it is a practice that needs to be addressed, applied, and embraced in everyday life." - Kilroy J. Oldster (10 Marks, 150 Words)
 - c) "If you salute your duty, you no need to salute anybody. If you pollute your duty, you have to salute everybody." - A.P.J. Abdul Kalam (10 Marks, 150 Words)
4.
 - a) Discuss how the lives of great leaders exemplify the integration of personal values with professional conduct with examples. What ethical lessons do aspiring civil servants draw from these examples? (10 Marks, 150 Words)
 - b) "Dedication to public service is the beacon that guides individuals through the complexities of governance, ensuring justice, equity, and progress for all." Discuss with examples. (10 Marks, 150 Words)



- 5.
- a) Civil servants often face moral dilemmas because of their role as decision makers. Discuss how the aptitude for ethical reasoning aids the decision-making process of civil servants when faced with moral dilemmas in public service? (10 Marks, 150 Words)
 - b) Civil servants are typically expected to remain politically neutral to maintain the integrity and impartiality of their roles. But there is a disturbing trend visible among civil servants like public endorsement of political executives, voicing political opinions on public platforms etc. In light of this, discuss the ethical challenges that arise due to participation of civil servants in political activities while in service. (10 Marks, 150 Words)
- 6.
- a) Civil servants are expected to be objective as well as sensitive to the diverse needs of the citizens, the principles that often contrast one another. Explain how civil servants can balance the need for objectivity with the ethical responsibility to consider the diverse perspectives and interests of citizens? (10 Marks, 150 Words)
 - b) What role do preconceived attitudes play in shaping the perceptions civil servants have about the communities they serve and how does this influence policy making? (10 Marks, 150 Words)

SECTION – B

7. Pradeep is an IAS officer who has joined the service quitting high paying private career with intention to serve the society. He is working as Sub Divisional Magistrate (SDM) in a district. It is his first posting and his commitment to ethics and integrity has made him a role model within the local administrative community. His responsiveness and empathetic approach has brought him respect among people and staff. He has built a reputation for maintaining a professional and respectful demeanour in all his interactions.

Priya is a young lady working as a section officer in his office. Pradeep has helped her by clearing her dues and probation which was pending for a year. This professional gesture of Pradeep has sparked a liking for him in Priya and she makes advances towards him. Pradeep being an upright officer and knowing professional boundaries, politely rejected her advances. Unhappy with the rejection Priya took offence and decided to retaliate by accusing Pradeep of sexual harassment.

Pradeep, being married and a new entrant to civil services, now stands in a precarious position to lose his reputation and career and this incident has caused strain in his personal life as well. This demoralised him and some of his friends advised him to resign the job and join the private sector where his dedication and knowledge will be respected as his honesty and talent would never be recognised in a government where corruption reigns and after this incident his career prospects have severely diminished.

- a) What are the ethical issues involved in the present case?
 - b) What are the different options available to Pradeep in the present case?
 - c) If you are the DM of the district what action would you have taken in the present case?
- (20 Marks, 250 Words)



8. Arjun is preparing for a civil services examination and is hardworking and dedicated for many years. But unfortunately he is unable to clear. He belongs to a poor family with only his father as sole breadwinner. He has managed to cover his expenses with a part time job and study. But his father, working as a c-group employee, is due to retire in the next month and his family is urging him to take the responsibility.

After the preliminary examination conducted by the state he discovers that one of the answers in the answer key provided by the state PSC is wrong but it confirms with the answer that he has marked in the exam. Reporting the error to the PSC would significantly diminish his chance of selection. He is in dire need of this job and he is confident of clearing the mains if he clears prelims. And interview carrying less weightage, Arjun has high chances of getting selected in the final list.

- What are the ethical issues and dilemmas that Arjun will face in the present situation?
- What are the different options available to Arjun in the present case?

(20 Marks, 250 Words)

9. You are a District Magistrate (DM) of a district that has the poorest education infrastructure in the state. The district has recently received funds from the government for improving the education infrastructure in rural areas. The project aims to construct new school buildings, provide better facilities and enhance the quality of education. Upon reviewing the progress of the project, you observe irregularities in fund utilisation and suspect a possible misuse of public funds.

The Chief Engineer responsible for the project is known to have close ties with a construction company that has been awarded multiple contracts under the project. Initial reports suggest that the construction company has been inflating costs, using substandard materials and not adhering to the project timelines. The chief engineer also happens to be the close relative of the district incharge minister.

- What are the ethical issues and ethical dilemmas involved in the case?
- What are the different options available to you in the present case as DM of the district.
- How can civil servants navigate political pressures while upholding the principles of impartiality?

(20 Marks, 250 Words)

10. You are the Chief Ethics Officer of a large multinational corporation renowned for its commitment to ethical business practices and corporate governance. The company operates in diverse sectors, including technology, finance and manufacturing.

One day you receive an anonymous complaint against the company's CEO, known for successfully steering the company through various challenges. An anonymous whistleblower has provided evidence suggesting that the CEO manipulated financial reports to artificially inflate the company's stock value before selling a significant portion of personal shares. The allegations against the CEO, if proven true, could not only tarnish the company's reputation but also lead to legal repercussions.

- What are the ethical dilemmas you will face in the present situation?
- What are the different options available to you as Chief Ethics Officer in the present case?



- c) Can efficiency be used as an excuse for doing wrong or engaging in unethical behaviour?
(20 Marks, 250 Words)

11. You are a senior police officer in a city facing a rising wave of protests against a controversial government decision. The protests have escalated, leading to incidents of violence and damage to public property. In response, the government has issued strict orders to maintain law and order at any cost.

During a particularly intense protest, a group of protesters is apprehended by the police, including some individuals who seem to be innocent bystanders caught up in the chaos. The government's orders are clear - anyone involved in the protests is to be detained for questioning, regardless of their level of involvement. But, this directive risks punishing innocent individuals swept up in the chaos. Following the orders your subordinates have detained the bystanders as well.

When the detainees were brought to the police station two of the youth came running to you and pleaded with you to let them go as they have no involvement in the incident and they were waiting for the bus to travel to the capital for attending the interview for the gazetted officer exam conducted by the state PSC, for which they have worked hard from years. Both of them also tell you that they belong to humble rural backgrounds and their families are dependent on them. If they get selected it would help their families to get uplifted from poverty and misery.

- What are the ethical dilemmas you would encounter in the present case?
 - What are the alternatives available to you in the present case as a senior police officer?
 - In administration there can be situations where strict adherence to the rule of law might pose challenges to achieving a just outcome. How can civil servants balance rule of law with their sense of justice?
- (20 Marks, 250 Words)

12. You are the head of a government department responsible for implementing rural development projects. The team consists of individuals from diverse backgrounds, each bringing unique skills and experiences. Recently, two employees, Suresh and Meena, who were previously good friends, have developed strained interpersonal relations, impacting team dynamics and project execution.

Suresh and Meena were initially part of a successful project team and shared a strong camaraderie. However, over time, personal differences and misunderstandings have led to tension between them. This has resulted in a decline in team morale, affecting collaboration, and jeopardising the success of ongoing projects.

- What are the ethical issues involved in the given scenario?
 - As head of the department how will you address the situation without favouritism or compromising the team's overall effectiveness?
- (20 Marks, 250 Words)



Reg. No/Student ID		UPSC Roll No.	
Name			
Date			

INDEX TABLE

INSTRUCTIONS

Q. No.	Maximum Marks	Marks Obtained	Please read each of the following instructions carefully before attempting questions : ➤ All questions are compulsory ➤ The number of marks carried by each question is indicated against it. ➤ Keep the word limit indicated in the questions in mind. ➤ Any page or portion of the page left blank in Question-cum-Answer Booklet must be clearly struck off.
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Remarks :

OUR TEST CENTRES

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DELHI

HYDERABAD

LUCKNOW

SRINAGAR

EVALUATION PARAMETERS				
	Very Good	Good	Average	Bad
1. Ethical competence				
2. Objectivity				
3. Pragmatism				
4. Conceptual clarity				
5. Usage of ethics keywords				
6. Application of thics theories				
7. Examples and illustrations				
8. Presentation				
9. Structure				
10. Dimensions				
11. English Language competence				
Overall Observation by an examiner on candidate answers.				
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7.				

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SIMPLIFYING IAS EXAM PREPARATION

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SIMPLIFYING IAS EXAM PREPARATION

IPM TEST SERIES -2024

TEST 33 - SYNOPSIS

NOTE: This is just a sample framework. Essay writing is much broader than this framework. Develop your own perspectives and ensure you do not restrict yourself to the framework provided here.

SECTION - A

1. a) What do you understand by 'ethical congruence' and 'ethical decision making' in the context of public service ethics? Illustrate with suitable example. (Answer in 150 words) 10

Public service ethics refers to the set of principles, values and standards that guide the behaviour and decision-making of public servants. These ethical principles aid in maintenance of trust, accountability and integrity in government and other public service organisations.

Ethical Congruence

Ethical congruence in the context of public service ethics refers to the alignment or harmony between our personal ethical values and the ethical principles and standards of the public services. It requires one to strive to integrate their personal values with the ethical expectations and responsibilities inherent in their roles as public servants.

For example, Vinod Rai, working as CAG not only made objective analysis of the government accounts but also made it available to the general public through the publication of 'noddly books'. In the book 'not just an accountant' he has mentioned that his personal belief in openness and honesty were guiding light throughout his career. Here he integrated his honesty with that of CAG's ethical standard of objectivity and transparency.

As seen in the above example, ethical congruence is necessary for consistent decision making but also help public servants to contribute positively to the community in their personal lives. It contributes to a positive organisational culture, fosters public trust, and enhances the overall effectiveness of public institutions.

Ethical Decision-Making

Public servants often face complex situations involving ethical conflicts or ethical dilemmas where ethical considerations play a crucial role. Ethical decision-making in the context of public service ethics is the process to analyse and resolve ethical dilemmas or conflicts in a manner that aligns with moral principles, values and the greater public interest. It requires one to explore alternatives, gather information and data, consider potential impact of decisions on the public and the community and then make decisions and implement them.

For example, when a public servant responsible for awarding contracts receives a proposal from a company owned by a close friend, ethical decision making requires him or her to gathers information about the company's qualifications, the nature of the contract and the potential impact on the community, explore alternatives like recusing self from the process, objective and open evaluation of the contract to arrive at decision.

Ethical decision-making is vital for maintaining public trust in government and public institutions. It ensures

that public servants are accountable for their actions and decisions and upholds organisational integrity leading to more effective and fair governance.

b) Evaluate the significance of adopting a customer-centric attitude in the delivery of public services. How can government agencies ensure a citizen-friendly approach in their interactions? (Answer in 150 words)
10

The shift of the public administration from considering citizens as mere recipients of the public services to that of active participants in the governance process requires the adoption of a customer-centric attitude, that is to place citizens at the centre of decision making by understanding their needs and expectations and actively working to meet them in the delivery of public services. This approach has a positive impact on efficiency and effectiveness of governance and overall satisfaction of citizens.

- **Transparency and accountability** - Providing clear information, involving citizens in decision-making processes and maintaining open communication channels fosters transparency and accountability.
- **Informed decision making** - Understanding needs and expectations and incorporation of citizen feedback results in informed decisions and policy making.
- **Inclusive and accessible public services** - It allows consideration of diversity in policy making and hence public services to be inclusive and accessible to all citizens, regardless of their background, language, or abilities, contribute to a more equitable society.
- **Efficient and effective resource allocation** - Understanding the preferences of citizens allows public servants to prioritise services that have direct impact on citizens and thus allocate resources more efficiently and effectively.
- **Democratic citizenship** - Citizen engagement fosters a sense of community and ownership, making citizens feel more connected to their government.
- **Responsive and relevant public service** - It ensures public services remain responsive to evolving challenges and address emerging issues thus maintaining their relevance over time.

A focus on customer satisfaction and positive experiences creates a favourable perception of public services and builds public trust in the governance process.

Strategies to ensure a citizen-friendly approach

- Use of surveys and focus groups to gather information and to understand the needs, preferences and expectations of citizens.
- Design ***user-friendly interfaces*** for digital platforms, websites, and forms, ensuring they are accessible, intuitive and easy to navigate. For example, introduction of chatbot on the IRCTC website.
- ***Clear and concise information*** about government services, policies and procedures. For example, use of simple language as in case of RTI. Also making relevant information, decisions and processes accessible to the public via publication of reports, data and updates.
- Regular ***surveys and feedback forms*** to collect citizen opinions on services. Use this feedback to identify areas for improvement and address citizen concerns promptly. For example, local governments can hold public meetings via platforms like iBabs in addition to physical meetings.
- Ensuring that physical government service locations are easily accessible, well-marked and located in areas with public transportation options. For example, in Karnataka 'mini-vidhan sowdha', constructed mostly in city centres, in taluk headquarters houses most of department in single premises
- ***Streamline service counters*** to reduce waiting times and provide assistance to citizens efficiently. Train staff to be courteous and helpful. For example, establishment of Common Services Centres (CSCs) at rural and remote locations.
- Provide ***personalised information and services*** based on citizen preferences and historical interactions.
- Train government staff to handle citizen inquiries and complaints with empathy, professionalism and a commitment to problem resolution.

These strategies not only enhance the overall experience for citizens but also contribute to the development

of a more responsive and accountable government.

2. a) Educational institutions play an indispensable role in the moral development of children and hence schools should go beyond academics to develop virtues, moral integrity and social responsibility. In this context discuss the role played by character education in the moral development of children and how it can be integrated into the school curriculum. (Answer in 150 words) 10

The change in family structure, onslaught of globalisation and influence of technology and social media, prevalence of bullying and cyberbullying etc have significantly increased the role of educational institutions in the moral development of children. In light of this character education, that fosters positive character traits, values, and ethical behaviour in individuals, assumes vital importance to shape individuals into responsible, compassionate and ethical members of society.

- It teaches and reinforces core ethical virtues such as honesty, respect, responsibility, fairness, caring etc. thereby cultivates a strong moral compass.
- It develops personal traits to make sound ethical choices and encourages critical thinking about moral issues.
- It makes one self disciplined by encouraging self-control, perseverance and the ability to manage one's emotions and impulses.
- It aids in development of interpersonal skills, empathy and the ability to work cooperatively with others.
- It promotes an understanding of civic responsibilities and encourages active participation in the community.

So character education focuses on the holistic development of individuals, nurturing positive qualities and strong moral character.

Integrating character education into the school curriculum

- Identify the core values and virtues such as honesty, respect, empathy etc that the school wishes to promote.
- Develop a scope and sequence that outlines the specific character traits to be taught at each grade level. For example, starting with simple traits like the importance of being true in lower grades and progressing to discussion of moral dilemmas in higher classes.
- Integrate character education into various subject areas. For example, discussing moral choices of leaders in history.
- Dedicated character education classes once a week.
- Emphasise on real-life experiences through service-learning projects or community engagement initiatives.
- Incorporation of books, videos and other media that portray characters exhibiting positive moral values in the curriculum.
- Encourage journaling, group discussions, and self-reflection to deepen their understanding of moral concepts and personal growth.
- Emphasise that teachers and mentors exhibit positive character traits in daily interactions.

By integrating character education into the school curriculum, schools can help children develop a strong moral compass, empathy, integrity and other essential character traits. It provides a comprehensive approach to moral development, supporting students in becoming responsible, compassionate and ethical individuals.

- b) Differentiate 'moral relativism' from 'moral absolutism' with examples. (Answer in 150 words) 10

Moral relativism and moral absolutism are philosophical debates in the realm of study of morality.

Moral absolutism maintains that moral values are fixed regardless of time, place and the people concerned.

It holds that there are objective moral principles that apply universally. For example, saying the truth is considered an infallible ethical principle.

Moral relativism asserts that moral standards are dependent on contexts since nothing is innately right nor wrong. For example, telling a lie to save life is considered a morally right thing under relativism.

A usual example of absolutism is Kantian ethics which asserts that an action is moral if the intention behind it is moral and of relativism is situational ethics which primarily considers personal ideals.

Further, relativism is more closely associated with the value of tolerance since the differences in background are considered. For instance, it is immoral in some countries for women to go outside without covering their faces while it is perfectly normal in most territories. On the contrary, absolutism does not look into diversity as it strictly adheres to the moral guidelines and hence, it is argued that this perspective paves way for discrimination. For example, a ban on eating beef as cow is considered sacred.

Unlike relativism, absolutism holds that acts are intrinsically right or wrong. For instance, since absolutists believe that killing is intrinsically wrong, a woman who killed a rapist in self-defence is condemned as immoral. On the other hand, a relativist understands the crime of passion involved in the situation and views the woman as moral.

Absolutism does not consider consequences as its moral tenets are deontological or only based on the specified rules whereas relativism is teleological or values the results of one's actions. For instance, absolutism views Robin Hood as immoral since stealing is bad; however, relativism sees him as moral since he steals from a corrupt individual and gives money to the poor.

Hence, absolutism endorses equality while relativism advocates equity. If absolutism has the advantage of critical evaluation of ethics of different situations, relativism can respect and embrace the diversity and sensitivity. If relativism runs the risk of reducing being 'morally correct' to merely being 'socially acceptable' and blurring lines between what is right and wrong, absolutism fails to value the grey areas of morality.

Though both differ in their principles and position of morality they emphasise on the importance of holding moral principles in our acts and decisions.

3. What do each of the following quotations mean to you?

- a. **"The true measure of a just society is how it uplifts the weakest among its members, ensuring that they, too, partake in its progress." - Periyar E.V. Ramasamy (Answer in 150 words) 10**

The quote encompasses the ethical essence of a just society. Periyar says that in a just society righteousness is gauged by commitment to uplift the most vulnerable members, ensuring their inclusion in the overall progress. This idea aligns with the principles of social justice, emphasising the need for fairness, equity and inclusivity.

The uplifting of the weakest section is a true measure of progress as true progress should be inclusive to include everyone. The progress to be sustainable there should be social cohesion and harmony and uplifting the vulnerable reduces social unrest and instability.

The progress of a society is not solely measured by economic indicators but human development. Uplifting the weaker sections addresses these aspects, contributing to the overall well-being and development of the human capital within the society. It breaks perpetuating cycles of poverty and inequality building a more resilient society.

The quote is particularly poignant in the context of empowerment. It requires a collective effort to dismantle barriers that hinder the weakest members from actively participating in societal

advancements. This may involve not only institutional changes but also a cultural shift in attitudes towards inclusivity, empathy and shared responsibility.

Going further to interpret the quote in different realms, in the arena of public services the quote calls for adoption of policies and initiatives that target the specific needs of the most vulnerable and hence it encourages a holistic and inclusive approach in public service. For example, financial aid to senior citizens under Indira Gandhi National Old Age Pension Scheme (IGNOAPS).

In the realm of personal ethics the quote emphasises an individual's moral responsibility towards the most vulnerable sections of the society by going beyond self-interest. For example, the dedication of life by Mother Teresa for the service of the poor.

Thus the quote urges individuals, institutions and policymakers to work towards a holistic and inclusive progress, where every member has the opportunity to partake in and contribute to the collective journey toward a fair and just society.

b. "Ethics is not a mystic fantasy; it is a practice that needs to be addressed, applied, and embraced in everyday life." - Kilroy J. Oldster (Answer in 150 words) 10

Ethics is a branch of philosophy that is concerned with human conduct, more specifically the behaviour of individuals. Some hold this as a theoretical concept but the quote emphasises that it is a practical philosophy that needs to be embraced in our everyday life.

The quote emphasises that ethical considerations are relevant to real-life situations and decisions. Because ethics examines the rational justification for our moral judgments. It studies what is morally right or wrong, just or unjust. For example, Cab driver decides to return the wallet found in the backseat to its true owner.

Ethics is practice that is ethical behaviour requires conscious effort and consistent application. For example, while deciding to write an article one needs to be conscious not to hurt the sentiments of any community.

It also implies that individuals must actively engage in ethical decision-making and behaviour, making it a habitual and intentional part of their lives. For example, practice punctuality in every aspect of life to make it a personal trait.

Ethics needs to be accepted wholeheartedly. In other words ethics is not a burdensome obligation but a valuable aspect of personal and societal well-being that individuals should willingly adopt.

Hence ethics is practical, actionable and tangible. It is our responsibility to address ethical considerations, apply ethical principles in our actions and willingly embrace ethics as an integral part of our lives.

c. "If you salute your duty, you no need to salute anybody. If you pollute your duty, you have to salute everybody." - A.P.J. Abdul Kalam (Answer in 150 words) 10

The quote by Kalam encapsulates the essence of responsibility and integrity in one's duties. It calls one to fulfil responsibilities with dedication, honesty and diligence.

When one performs assigned duties with sincerity and commitment he/she becomes confident and courageous. It builds intrinsic motivation and dedication to the service. Such a behaviour builds our trust and credibility and brings in a sense of personal fulfilment. Also the reputation built will lead to

strong interpersonal relations that will help us sail through difficulties or challenges.

On the flip side, if individuals neglect or "pollute" their duty—meaning they act irresponsibly, unethically, or with negligence—they may find themselves in a position where they have to seek approval or acknowledgment from others. It will make individuals susceptible to external pressure and pulls and further deteriorates the work commitment.

The quote encapsulates a universal principle applicable across various aspects of life, whether in personal relationships, professional settings, or societal roles. It serves as a reminder that ethical conduct and fulfilling one's duties have inherent value.

The quote is relevant in the context of public services where one works under constant pulls and pressure. Performing the public service with integrity irrespective of external pressure and incentive is utmost important as compromising it would make public servants vulnerable to vested interests that will jeopardise the public interest.

4. a) Discuss how the lives of great leaders exemplify the integration of personal values with professional conduct with examples. How can aspiring civil servants draw ethical lessons from these examples? (Answer in 150 words) 10

Great leaders like Nelson Mandela, Gandhiji, Abdul Kalam etc and civil servants like E.Sreedharan, T.N.Seshan etc. often serve as exemplars of the seamless integration of personal values with professional conduct. Their lives and leadership styles reflect a commitment to ethical principles, integrity, and a sense of purpose that transcends their individual ambitions and holds valuable lessons for the aspiring civil servants.

Mandela's personal values were centred around reconciliation, forgiveness and equality. As president of South Africa he rejected any temptation of revenge on the part of the blacks and steered the nation on a courageous path of reconciliation to build a better future for the nation.

- It teaches one to work towards building bridges between different communities, ethnicities, or groups. Mandela's life teaches us to approach mistakes or conflicts with a focus on resolution rather than punishment and promote a culture of understanding and learning from past experiences.

T.N. Seshan was known for his fearless attitude and willingness to take on challenges. During his tenure as the Chief Election Commissioner, Seshan took bold steps to enforce the Model Code of Conduct, making elections in India more transparent and accountable.

- It inspires us to be prepared to speak out against corruption, malpractices and unethical behaviour. His work motivates one to be proactive in enforcing existing rules and regulations without prejudice or favour or fear.

Kalam's personal values were centred around a deep love for humanity and a desire to serve people. As President, he took a people-centric approach to leadership, actively engaging with citizens, especially students.

- Kalam teaches us to adopt a service-oriented mindset and prioritise accessibility and engagement with the public. This is important for civil servants to build public trust in the government.

Kailash Satyarthi's personal values are deeply rooted in compassion and empathy. Through the formation of 'Bachpan Bachao Andolan' and the Global March Against Child Labour, he has actively worked to rescue and rehabilitate children from various forms of exploitation. It reflects a genuine empathy for the plight of child labourers.

- It teaches aspiring civil servants to prioritise human dignity in their roles. Policies, decisions and actions should be guided by a deep respect for the rights and well-being of all individuals, particularly those in marginalised or vulnerable positions.

Therefore the lives of great leaders hold important lessons for aspiring civil servants. One can draw from the

experiences and achievements of successful leaders to navigate challenges, set goals and stay motivated. It helps shape a strong moral foundation for decision-making.

b) "Dedication to public service is the beacon that guides individuals through the complexities of governance, ensuring justice, equity, and progress for all." Discuss with examples. (Answer in 150 words) 10

Dedication to public services is the quality of having a strong and unwavering commitment to serving the interests, needs and well-being of the public rising above personal or narrow interests. It helps one to face intricate and multifaceted challenges of governance ensuring justice and equity is upheld in the decision making.

- It instils a commitment to the public interest above personal or narrow interests thereby ensuring prioritisation of welfare of the community serving the greater good. For example, construction of people's road by an IAS officer, Armstrong Pame.
- It emphasises ethical conduct and moral principles in decision making. It ensures decisions are transparent, fair and just thereby promoting integrity within governance.
- It encourages public servants to focus on inclusive governance that considers the needs of diverse populations thereby promoting equity and social justice. For example, efforts of Ajit Doval in counterinsurgency and community development in various conflict zones by addressing the needs of specific communities and fostering overall development.
- It fosters responsiveness to the evolving needs of the community. It helps one to adapt policies and strategies that address emerging challenges, ensuring that governance remains relevant and effective. For example, H. Krishnanunni, IAS officer, started 'Seemar Broom' project to improve lives of the Sholaga community when they described to him their economic distress during his visit to the hamlet.
- Public servants dedicated to public service often adopt a long-term vision for the betterment of society. It helps in sustainable decision and policy making. For example, work of Raja Chelliah, an IAS officer, in water resource management and afforestation initiatives to promote environmental sustainability and equitable distribution of natural resources.
- It cultivates a problem-solving orientation. It makes public servants approach governance challenges with a proactive mindset, seeking innovative solutions to address complex issues effectively. For example, Madhvi Mishra, IAS officer from Jharkhand, devised a semi mechanical technique to recycle temple waste into gulal, agarbattis to check Ganga river pollution and empower local women.
- It instils courage to make bold decisions for the greater good, even in the face of challenges of external pressure or vested interest. For example, D. Roopa Moudgil, an IPS officer exposed irregularities in the prison system.
- It encourages a commitment to continuous learning and improvement. It prompts public servants to adapt to changing circumstances, incorporating new knowledge and best practices into governance processes for continuous improvement.

In this way dedication to public service acts as a guiding beacon by shaping the values, principles and actions of individuals within governance. It ensures that decision-makers remain focused on the public interest, ethical conduct, transparency, inclusivity and long-term vision, ultimately contributing to effective and responsible governance.

5. a) Civil servants often face moral dilemmas because of their role as decision makers. Discuss how the aptitude for ethical reasoning aids the decision-making process of civil servants when faced with moral dilemmas in public service? (Answer in 150 words) 10

Necessity to balance competing interests, ethical considerations and public expectations leads to challenging situations involving complex moral choices. Additionally, factors such as limited resources, conflicting policies and evolving societal values contribute to the prevalence of moral dilemmas in public service.

Aptitude for ethical reasoning enables civil servants to think critically about ethical issues and make sound moral judgments addressing complex ethical dilemmas effectively.

- It encourages civil servants to identify and prioritise their values. This clarity helps them understand the ethical foundations influencing their decisions.
- It builds critical thinking skills to aid analysis of situations, assess various perspectives and evaluation of the implications of different choices.
- It allows civil servants to navigate situations of conflict of interests by finding a balance that minimises harm, upholds fundamental values and serves the broader public interest.
- It prompts one to effectively apply ethical principles, such as fairness, justice and accountability, to guide their decision-making. This ensures that decisions align with established moral standards.
- Civil servants with aptitude for ethical reasoning can take into account the interests of the public, individuals and other relevant groups when making decisions.
- It helps civil servants to be transparent and accountable as one can articulate the ethical reasoning behind their decisions clearly and effectively communicate their ideas and views.
- This skill helps civil servants to find out-of-box solutions to resolve conflicts between competing values or principles.
- Civil servants with a strong aptitude for ethical reasoning engage in reflective practice. They continually assess and refine their ethical decision-making processes.
- It brings in willingness to adapt one's thinking based on new information or changing circumstances.

In summary, the aptitude for ethical reasoning equips civil servants with a structured approach to analyse, evaluate and resolve moral dilemmas fostering a more principled and responsible approach decision making navigate the complexities of moral dilemmas in public service, promoting decisions that are grounded in ethical principles, transparent, and aligned with the public interest.

b) Civil servants are typically expected to remain politically neutral to maintain the integrity and impartiality of their roles. But there is a disturbing trend visible among civil servants like public endorsement of political executives, voicing political opinions on public platforms etc. In light of this, discuss the ethical challenges that arise due to participation of civil servants in political activities while in service. (Answer in 150 words) 10

Civil servants work in tandem with political representatives. Participation of civil servants in political activities can present ethical challenges due to the potential conflicts between their role as neutral public servants and their participation in partisan politics.

- It will compromise the principles of neutrality and impartiality and create perceptions of bias or favouritism.
- It leads to potential erosion of public trust in the impartiality of civil servants, which is essential for the effective functioning of government institutions.
- Civil servants have access to public resources, including time and information. Using these resources for political activities raises ethical concerns about the misuse of public funded assets for personal or partisan purposes.
- It leads to violation of the principle of non-partisanship and hence can erode the professional integrity of civil servants, impacting their ability to serve the public impartially.
- Civil servants often have access to sensitive and confidential information. Engaging in political activities may raise concerns about the potential leakage of confidential information for political advantage.
- Engaging in political activities may create conflicts of interest between the civil servant's duties and their personal political affiliations or aspirations.
- Civil servants engaging in political activities may be perceived as representing the government's stance, even when they are acting in their personal capacity. This undermines the legitimacy of the entire public service.

- Political engagement may create perceptions of bias, potentially affecting how citizens are treated based on their political affiliations. It is against the principle of fair and equitable treatment of citizens.
- It goes against the civil service ethos and also the code of conduct thus jeopardises the integrity of the public service.

For the healthy working of democratic system it is necessary that civil servants restrain themselves from political activities like campaigning. It is in this spirit that the Code of conduct for civil services emphasises that civil servants shouldn't join political associations and refrain from expressing political opinions.

6. a) Civil servants are expected to be objective as well as sensitive to the diverse needs of the citizens, the principles that often contrast one another. Explain how civil servants can balance the need for objectivity with the ethical responsibility to consider the diverse perspectives and interests of citizens? (Answer in 150 words) 10

Objectivity involves making decisions based on facts and evidence without personal bias, while consideration of diversity involves recognizing and valuing differences among individuals or groups. These principles are not inherently contradictory, but they complement each other when approached thoughtfully.

Civil servants should prioritise inclusivity. Actively seeking input from various communities, interest groups and citizens ensures a more comprehensive understanding of the issues at hand. By valuing and incorporating diverse viewpoints, civil servants enhance the legitimacy and fairness of their decisions.

Transparency is another key element. Openly communicating the decision-making process fosters trust and allows citizens to comprehend how their perspectives are considered. Clear communication helps dispel suspicions of bias and reinforces the commitment to fairness and objectivity.

Continuous training is crucial for civil servants to navigate the complexities of ethical decision-making. Training programs should emphasise cultural competence, ensuring civil servants understand and appreciate diverse backgrounds. This not only aids in recognizing the unique needs of different communities but also promotes sensitivity to potential biases that may inadvertently influence decision-making.

Moreover, civil servants must remain vigilant against undue influence or conflicts of interest. Establishing robust mechanisms to identify and address such issues helps maintain objectivity and ensures decisions are made in the public interest rather than being swayed by external pressures.

Hence striking a balance involves recognizing that what might be considered objective can sometimes be influenced by implicit biases and making genuine efforts to mitigate these biases through awareness, education and inclusive practices.

b) What role do preconceived attitudes play in shaping the perceptions civil servants have about the communities they serve and how does this influence policy making? (Answer in 150 words) 10

Preconceived attitudes are formed based on an individual's background, experiences, beliefs and cultural context. Civil servants working amidst communities having different social and cultural backgrounds. Preconceived attitudes if persisted and not addressed will lead to stereotyping and conformity bias that will severely affect their working.

These attitudes lead to selective attention and exposure that further strengthened these beliefs. It makes civil servants cultural insensitivity, overlooking the diversity within a community and making assumptions based on generalised beliefs. It can also influence the level of empathy that civil servants have toward communities. All these will have a direct impact on policy making as well as policy implementation.

- **Biased policies** - Civil servants may approach their interactions with a community through the lens of these perceptions, which can result in biased decision-making and actions. These biases can inadvertently favour or disadvantage certain communities.
- **Unrealistic policy making** - Assumption that one understands the community's needs leads to policy formulation without seeking input from its members, resulting in policies that are disconnected from the lived experiences and aspirations of the people they are meant to serve.
- **Missed opportunities for collaboration** - The perceptions will hinder free and open communication and collaboration with the communities. To say if civil servants hold negative preconceptions, they may approach interactions with a defensive or dismissive attitude.
- **Inequitable resource allocation** - These perceptions may lead civil servants to allocate resources in a way that disproportionately favours or disadvantages that community, rather than addressing actual needs.
- **Insensitive policies** - Cultural insensitivity built due to preconceived notions may lead to policies and decisions that are not culturally appropriate or respectful.
- **Reinforcement of prejudices or stereotypes** - Policies influenced by preconceived notions can perpetuate negative societal attitudes and hinder efforts to promote diversity, inclusion and social cohesion.

Hence it is imperative that civil servants are free from any preconceived attitudes. One should engage in continuous self-reflection, seeking of diverse perspectives, cultural competency training and awareness-building. It ensures that civil servants are open minded and can work toward developing more inclusive, equitable and effective policies.

SECTION - B

7. Pradeep is an IAS officer and is working as Sub Divisional Magistrate (SDM) in a district. It is his first posting and his commitment to ethics and integrity has made him a role model within the local administrative community. His responsiveness and empathetic approach has brought him respect among people and staff. He has built a reputation for maintaining a professional and respectful demeanour in all his interactions.

Priya is a young lady working as a section officer in his office. Pradeep has helped her by clearing her dues and probation which was pending for a year. This professional gesture of Pradeep has sparked a liking for him in Priya and she makes advances towards him. Pradeep being an upright officer and knowing professional boundaries, politely rejected her advances. Unhappy with the rejection Priya took offence and decided to retaliate by accusing Pradeep of sexual harassment.

Pradeep, being married and a new entrant to civil services, now stands in a precarious position to lose his reputation and career and this incident has caused strain in his personal life as well. This demoralised him and some of his friends advised him to resign the job and join the private sector where his dedication and knowledge will be respected as his honesty and talent would never be recognised in a government where corruption reigns and after this incident his career prospects have severely diminished.

- What are the ethical issues involved in the present case?
- What are the different options available to Pradeep in the present case?
- If you are the DM of the district what action would you have taken in the present case? (Answer in 250 words) 20

The case depicts the scenario of how an honest and upright public servant can get entangled in difficulty that will tarnish his/her reputation and jeopardise their career prospects. In the present situation Pradeep should carefully devise his course of action not to infringe on the confidentiality and also to ensure his built reputation and career is not affected by the incident.

- The ethical issues involved in the present case are
 - Abuse of trust and authority*** by Priya by falsely accusing Pradeep in a vengeful act.

2. Advances and subsequent false accusations indicate **disregard for professional boundaries** and **lack of professional integrity** on part of the employee.
3. **Misuse of law** by Priya meant for noble purposes for personal satisfaction will go against the spirit of law.
4. **Violation of organisational code of conduct** by Priya and undermining of ethical standards expected within the workplace.
5. The false accusation can expose Pradeep's personal life to public scrutiny, raising questions about **confidentiality and privacy** in handling sensitive matters.
6. **Demoralisation** of honest and service spirited young civil servants.
7. Such incidents will affect morale of other civil servants and discourage youth from entering civil service thus **denying the governance the best human capital**.
8. The incident threatens to tarnish Pradeep's personal and professional integrity, potentially affecting his career and personal life.

b. The different options available to Pradeep in the present scenario are

1. **Resigning from the service and pursuing a career in the private sector as suggested by his friends.**

Merits

- It can provide relief from the stress and emotional toll associated with ongoing workplace conflicts or false accusations. This may contribute to improved mental and emotional well-being.
- It may prevent further damage to his professional reputation.

Demerits

- It will be perceived by some as an admission of guilt.
- It is a setback to his career especially if the decision is made in response to false accusations. It may impact future job prospects and professional growth.
- It may lead to financial challenges.
- Resigning amid challenges will impact Pradeep's confidence and self-esteem.

2. **Engage in mediation with Priya to resolve the issue amicably.**

Merits

- Confidentiality of the process will encourage open discussion and resolution.
- Mediation can be a quicker and cost effective process compared to formal investigations or legal proceedings.
- It may prevent further escalation of the issue and maintain a more positive working environment.

Demerits

- Resorting to mediation will portray a negative image of Pradeep
- The resolution of the issue and the agreement is not legally binding. It will leave Pradeep in a more precarious situation.
- It may not fully uncover all the facts related to the case, as it is focused on finding a resolution. This could leave some questions unanswered.

3. **File a formal complaint and seek an investigation.**

Merits

- It provides a formal process to establish the truth behind the allegations as there will be a thorough examination of the evidence and statements. The findings can serve as evidence to protect his professional standing as accusations have the potential to harm his career.
- It demonstrates Pradeep's commitment to uphold the principles of integrity and honesty and willingness to prove his credibility.

- It can contribute to fostering a culture that discourages false accusations and supports genuine victims of harassment.
- It aligns with professional standards and ethical conduct expected from public servants.

Demerits

- It is time-consuming and lengthy which may add stress and anxiety to the individuals involved. It might take a toll on Pradeep's mental well-being and professional life.
- It may strain workplace relationships, creating tension, especially if colleagues are divided on the issue.
- There is a risk of retaliation, either directly or indirectly, from Priya. This could further complicate the situation and impact Pradeep's reputation.
- It may bring public attention to the case.
- Even if the investigation clears Pradeep of the accusations, it may not fully repair the damage done to his reputation.

Pradeep should resort to option 3 as it has the potential of clearing accusations with free and transparent procedure. Pradeep should remain transparent and cooperative throughout any internal investigations. Cooperation and openness can contribute to a fair and thorough examination of the case. He can also seek legal advice to understand his rights, responsibilities and potential actions that can be taken to protect his reputation and career.

- c. As the District Magistrate (DM) I am responsible for ensuring a healthy work environment in public institutions of the district and moral duty to protect honest officers. My actions should be guided by principles of fairness, justice and adherence to established procedures.

Given the seriousness of the accusation and its potential impact on the reputation of Pradeep, I would initiate a formal inquiry into the matter by appointing a neutral and competent authority to investigate the allegations objectively. I would provide them with all the necessary power and resources to investigate the issue. I would also ensure maintenance of confidentiality throughout the investigation to protect the privacy and reputation of both parties involved. This would be crucial in maintaining the integrity of the process.

Communicate transparently with the staff and the public about the initiation of an investigation without divulging specific details.

Providing counselling to both Pradeep and Priya to ensure that their mental and emotional well being is not affected by the issue and also to ensure that their morale and dedication to work is not affected.

I will ensure that the investigation adheres to legal and ethical standards. If the findings reveal any misconduct, I will take appropriate disciplinary actions against the errand in accordance with established procedures. And communicate the findings and action taken to the public and staff to restore the faith in the system.

8. Arjun is preparing for a civil services examination and is hardworking and dedicated for many years. But unfortunately he is unable to clear. He belongs to a poor family with only his father as sole breadwinner. He has managed to cover his expenses with a part time job and study. But his father, working as a c-group employee, is due to retire in the next month and his family is urging him to take the responsibility.

After the preliminary examination conducted by the state he discovers that one of the answers in the answer key provided by the state PSC is wrong but it confirms with the answer that he has marked in the exam. Reporting the error to the PSC would significantly diminish his chance of selection. He is in dire need of this job and he is confident of clearing the mains if he clears prelims. And interview carrying less

weightage, Arjun has high chances of getting selected in the final list.

- a. What are the ethical issues and dilemmas that Arjun will face in the present situation?
- b. What are the different options available to Arjun in the present case? (Answer in 250 words) **20**

The case describes the moral dilemma faced by an individual whether to safeguard truth or to protect the self interest. The stakeholders involved in the case are

- Arjun and his family, who are reeling under financial stress.
- The state PSC, which is constitutionally mandated to be fair and objective.
- Candidates who have appeared for the examination.

a. The **ethical dilemmas** that Arjun is confronting in the present scenario are

1. **Truth vs. self-interest** - Reporting the incorrect answer to the PSC may reduce his chances of selection.
2. **Fairness vs self-interest** - Reporting the incorrect answer may be seen as an act of fairness and justice for all candidates, ensuring that the evaluation process is accurate. But it will be disadvantageous to Arjun.
3. **Duty to family vs social responsibility** - Arjun, as an aspiring civil servant, has a social responsibility to uphold the principles of justice, fairness and honesty. At the same time he is under pressure to take on the responsibility of being the breadwinner for his family.
4. **Short term vs long term impact** - If Arjun chooses to keep quiet about the error, he might face guilt and ethical conflicts in the future. On the other hand, reporting the error may lead to short-term setbacks but could provide a clean conscience in the long run.

The **ethical issue** that Arjun is facing are

5. **Professional integrity** - Reporting the error would align with the principles of maintaining professional integrity of civil services that Arjun is aspiring to join.
6. **Social justice and equity** - Reporting the error may contribute to a fair and just selection process, ensuring equal opportunities for all candidates, including those who may have been affected by the incorrect answer.
7. **Trust in institutions** - Arjun should act to rectify an error to maintain trust in the integrity of the examination process.

b. The possible alternative options available to Arjun in the present scenario are as follows

1. **Reporting the error to the state PSC.**

Merits

- It aligns with principles of honesty, integrity and transparency. It establishes a foundation of trust and ethical conduct.
- It contributes to a fair and just evaluation process for all candidates.

Demerits

- By diminishing his chances of selection it impacts his immediate goal of securing a job and providing financial stability for his family. This may lead to emotional and psychological stress.
- There's uncertainty about how the PSC will respond to the reported error.

2. **Maintain silence on the issue and wait for the result.**

Merits

- It maximises his chance of being selected for the civil services position.
- It may get him the job and thus provide immediate financial stability for his family and his duty towards his family will be fulfilled.

Demerits

- This may conflict with the expected ethical standards for individuals aspiring to be civil servants.
- He may experience guilt and internal conflict.
- It undermines the integrity of the selection process as it will give unfair advantages for some candidates.
- There are chances that someone else might report the error.

3. Discuss the ethical dilemma with a mentor or friends and seek suggestions.

Merits

- It provides Arjun with diverse perspectives on the issue and helps him consider aspects he might not have thought about on his own.
- Their advice may be grounded in practical experiences and ethical considerations. It helps in making more balanced and informed decisions.
- It can provide emotional support.

Demerits

- The advice received may be subjective and influenced by the personal values and experiences. Arjun needs to weigh this in light of his principles.
- Friends or mentors might not have a complete understanding of the specific circumstances and the ethical nuances of the situation.
- Relying too heavily on external advice may hinder Arjun's ability to develop his own ethical reasoning and decision-making skills.

After weighing the merits and demerits of the above options Arjun should choose to report the error to the state PSC as it upholds his ethical integrity. He should seek alternative job opportunities that may provide financial stability for his family and continue his preparations for the competitive examinations.

9. You are a District Magistrate (DM) of a district that has the poorest education infrastructure in the state. The district has recently received funds from the government for improving the education infrastructure in rural areas. The project aims to construct new school buildings, provide better facilities and enhance the quality of education. Upon reviewing the progress of the project, you observe irregularities in fund utilisation and suspect a possible misuse of public funds.

The Chief Engineer responsible for the project is known to have close ties with a construction company that has been awarded multiple contracts under the project. Initial reports suggest that the construction company has been inflating costs, using substandard materials and not adhering to the project timelines. The chief engineer also happens to be the close relative of the district incharge minister.

- What are the ethical issues and ethical dilemmas involved in the case?
- What are the different options available to you in the present case as DM of the district.
- How can civil servants navigate political pressures while upholding the principles of impartiality? (Answer in 250 words) **20**

The case brings forth the scenario faced by public servants where taking corrective measures against well connected individuals may put them under political or other external pressure. Here as DM of the district I am duty bound to ensure that the project is implemented efficiently and effectively taking all the corrective measures that are required.

The stakeholders involved in the case are myself and the district administration, Chief engineer, the company that has bagged the contract, the schools and the children, the community at large and the government.

- The **ethical issues** involved in the present case are

1. **Misuse of public funds** and compromise in the quality and effectiveness of the education project as primary report suggests inflation of cost, use of substandard materials, missing timelines etc.
2. **Jeopardisation of safety and longevity** of the school infrastructure that will affect the right to education of children.
3. Collusion of the chief engineer and the company shows **lack of transparency and accountability**.
4. **Lack of professional integrity** on part of the chief engineer.
5. **Conflict of interest** of the engineer as he shares close ties with the company.

The **ethical dilemmas** involved in the present case are

6. **Professional responsibility vs personal interest** - As the DM I am duty bound to ensure the fair and wellbeing of the community. But taking any action against the engineer might strain relations with the political executive affecting my personal interest.
7. **Long term benefits vs short term setbacks** - Halting or suspending the construction contracts may have short-term setbacks but have the potential long-term benefits of addressing irregularities and improving the education infrastructure.
8. **Minimising harm vs accountability** - Minimising the harm to the timeline of the project while ensuring accountability for any wrongdoing.

b. The different options available to me as the DM are

1. **Allow the project to continue with light warning issued to the engineer and the company based on the initial report as there has been delay and missing of timelines and there is a pressing need for improved education infrastructure in the district.**

Merits

- It ensures continuity and timeliness in the completion of the construction.
- It would avoid disruption in the education system that may affect students and teachers.
- It also safeguards my personal interest by preventing potential conflicts.
- Light warning issued may prompt the company and the engineer to work diligently and according to the rules.

Demerits

- It may lead to continued misuse of public funds and perpetuate unethical practices.
- It may result in substandard construction, negatively impacting the quality of education infrastructure and the learning environment.
- It may be perceived as a lack of accountability and transparency, eroding public confidence in government initiatives.
- It shows a lack of ethical standards expected of the DM.
- There is a missed opportunity to improve the project and implement reforms that prevent similar issues in future initiatives.

2. **Terminate the contract based on the initial reports and call for the fresh contracts. And take strict action against the chief engineer.**

Merits

- It can help mitigate further financial loss to the government.
- It provides an opportunity to reassess and ensure the use of quality materials and adherence to construction standards.
- It demonstrates a commitment to accountability and can help rebuild public trust.
- It sends a strong message that unethical practices will not be tolerated that discourages future instances of corruption and misconduct in public projects.

Demerits

- It may lead to delays in project completion as the new contractor is to be selected and terms of project needs to be renegotiated.
- The terminated contractor may take legal action claiming unfair termination or breach of contract, which may further delay the project and incur additional legal costs.
- It may result in increased costs due to revaluation expenses, potential compensation to the terminated contractor etc that strains the funds.
- It may create a perception of instability and mismanagement, which can affect the confidence of investors and stakeholders.

After weighing both options, I will temporarily halt the project and initiate a thorough investigation into the alleged irregularities by appointing efficient and honest officers and give them a timeline of 15 days. If the investigation gathers the evidence of fund misuse, inflation of costs, use of substandard materials and failure to meet project timelines as shown by the initial report I will immediately terminate the contract while consulting legal expert and call for fresh contracts probably taking recourse to exemption under the procurement act of the state that allows for calling short term contracts when there is a pressing need.

Once the contract is issued I will ensure that the project is completed on time and use quality materials via roping in community and school authorities to scrutinise the projects and report it to the district administration on a weekly basis. I will also constitute a team of efficient engineers to visit the project sites and report on the progress regularly. I would make sure to document the reason behind all decisions and each and every step that is followed.

It is because ensuring that children receive quality education is the constitutional duty of the state. Being a DM I am duty bound to legacy and morally to make sure that the projects follow fair and transparent procedures without the wastage of public resources. Even though there is a short term setback it has long term benefits for all the stakeholders.

- c. It is common for the public servants to face political pressure in their day today working as they work parallel to the elected representatives. One has to ensure that the civil service principles of impartiality, objectivity are not compromised in face of these challenges.
1. **Familiarising with code of conduct and ethical guidelines** and using these as a foundation for decision-making and actions.
 2. Equipping oneself with **knowledge of policies, laws and regulations** governing our responsibilities to make decisions based on objective criteria.
 3. **Continuous learning to enhance skills and knowledge** that builds confidence in making sound, impartial decisions. This increases our resilience against external pressures.
 4. Maintaining **clear and detailed records of decision-making** processes by documenting the rationale behind decisions. It helps maintain transparency and accountability.
 5. **Seeking legal advice** when faced difficult decisions with potential legal implications.
 6. Maintaining **professional boundaries** by clearly delineating our roles and responsibilities and avoiding becoming overly involved in political matters.
 7. Developing **positive working relationships** with stakeholders across the political spectrum.
 8. Build **awareness about the political dynamics** in which we work that can help us anticipate potential pressures and strategize how to respond appropriately.
 9. Always **keeping public interest at the centre** of every decision and actions.

10. You are the Chief Ethics Officer of a large multinational corporation renowned for its commitment to ethical business practices and corporate governance. The company operates in diverse sectors, including technology, finance and manufacturing.

One day you receive an anonymous complaint against the company's CEO, known for successfully steering the company through various challenges. An anonymous whistleblower has provided evidence suggesting that the CEO manipulated financial reports to artificially inflate the company's stock value before selling a significant portion of personal shares. The allegations against the CEO, if proven true, could not only tarnish the company's reputation but also lead to legal repercussions.

- a. What are the ethical dilemmas you will face in the present situation?
- b. What are the different options available to you as Chief Ethics Officer in the present case?
- c. Can efficiency be used as an excuse for doing wrong or engaging in unethical behaviour? (Answer in 250 words) **20**

The case highlights the case where the possible misuse of office by an individual threatens the financial integrity of the company. As chief ethics officer it is my responsibility to address the allegations while safeguarding the principles of transparency, integrity and accountability within the organisation.

The stakeholders involved in the case are

- Myself as Chief ethics officer who is duty bound to uphold ethical standards in the organisation.
- The CEO, who is accused of taking advantage of his position for personal gain.
- The organisation and the employees.
- The stakeholders of the company.

a. The ethical dilemmas that I will face in the present case are

1. **Ethical standard vs company's reputation** - While safeguarding the ethical standards call for thorough investigation and subsequent actions, the exposure of this would tarnish the company's reputation and may initiate legal hurdles for the company.
2. **Efficiency vs ethics** - The CEO has steered the company through challenges. Whether to ignore the allegation in consideration of these contributions or to act on the complaint that may demoralise him.
3. **Confidentiality vs whistleblower protection** - There is a need to protect the anonymity of the whistleblower with the necessity of conducting a thorough investigation.
4. Long term sustainability and reputation of the company vs the short term setbacks.
5. Ensuring the company's commitment to transparency and accountability may bring the potential harm that could come from publicising unverified allegations and possible legal implication.
6. Maintaining fair and objective adherence to regulations while managing potential impact on employee morale and relationships with stakeholders.

b. The possible option available to me in this case and their evaluation is as follows

1. ***Not to take any action as the complaint has been anonymous and there has been a significant contribution of the CEO to the company.***

Merits

- It avoids the damage to the company and morale of the employees as the exposure of the issue would lead to uncertainty and stress.
- It ensures continuity in leadership, allowing the CEO to continue steering the company.

Demerits

- Ignoring the anonymous complaint might allow the situation to escalate, potentially leading to more severe legal and reputational consequences for the company if the allegations are true.
- It might be perceived as a lack of commitment to ethical values within the organisation and can erode trust among employees and stakeholders.
- It may contribute to a culture of impunity, where senior leaders feel immune from accountability, potentially fostering a toxic work environment.

2. *Initiate an internal enquiry and the investigation against the conduct of the CEO on the basis of the complaint.*

Merits

- It sends a strong message to employees, stakeholders, and the public that the company is committed to maintaining high ethical standards and ensuring accountability at all levels.
- It upholds the moral integrity of corporate governance.
- Addressing the complaint through an internal investigation may help prevent the situation from escalating further.
- Internal investigations are often more cost-effective than involving external parties as they are familiar with the company's operations and can leverage existing resources efficiently.

Demerits

- It may disrupt day-to-day operations and create uncertainty within the organisation, potentially impacting employee morale and productivity.
- There is a risk of negative publicity and speculation that may harm the company's reputation.
- Internal investigators may face limitations in their authority, hindering their ability to access certain information as the CEO holds the position of authority.

3. *Reporting the case to the higher management and acting in accordance with the instructions received.*

Merits

- It follows the established chain of command within the organisation.
- It ensures that decisions are aligned with the strategic direction and objectives of the organisation and contribute to a more cohesive and unified response.
- It can expedite decision-making, allowing for a more timely resolution of the issue.
- It prevents potential conflict of interest and also allows access to additional resources.

Demerits

- There is a risk of influencing or interfering with the investigation, compromising its impartiality.
- It may expose the organisation to increased legal and regulatory scrutiny, especially if stakeholders perceive that the decision lacks independence.
- It is shifting the responsibility of decision making.

After considering the merits and demerits of the available options I would combine both option 2 and 3. I will report the case to the higher management while emphasising the need for the impartial and transparent enquiry to unearth the facts and restore the reputation of the company. After obtaining the board approval I will constitute an internal investigation committee and equip them with necessary power and resources to investigate the allegations impartially. If the internal enquiry proves the allegation to be true then I will recommend the reporting of the issue to the competent authorities and external enquiry.

Though it brings short term consequences for the company in terms of loss of reputation and demoralisation of employees because of the exposure it will restore the financial integrity of the organisation that is necessary to ensure its long term sustainability. It is important to send a strong message to everyone that the company stands by its ethical practices.

- c. Efficiency can be understood as judicious and effective use of the resources to achieve the set goal or objective. It plays a crucial role in various fields, including business, economics, engineering and public administration. Whereas ethical behaviour is acting in consonance with the ethical standards and principles. It plays a vital role in ensuring long term success and building reputation.

Though efficiency is needed it should not be used as an excuse for unethical behaviour. It is because the goal reached in alignment with principles of honesty, integrity, fairness and responsibility is long lasting and satisfying. Whereas unethical behaviour might seem expedient in the short term, the long-term consequences like reputational damage, legal repercussions etc can be severe.

Though efficiency brings financial gains the unethical practice would undermine the foundation of organisational culture and integrity which are the backbone of sustenance. It also erodes trust in employees, customers, investors and other stakeholders. Rebuilding trust after a breach can be challenging and time-consuming.

Prioritising efficiency over ethical considerations may lead to legal consequences that can have severe financial and operational impacts on the organisation.

True success is not just measured by short-term efficiency gains but by long-term sustainability. Ethical practices contribute to one's ability to thrive over time by building positive relationships with stakeholders. Hence efficiency should be pursued within the boundaries of ethical conduct.

11. You are a senior police officer in a city facing a rising wave of protests against a controversial government decision. The protests have escalated, leading to incidents of violence and damage to public property. In response, the government has issued strict orders to maintain law and order at any cost.

During a particularly intense protest, a group of protesters is apprehended by the police, including some individuals who seem to be innocent bystanders caught up in the chaos. The government's orders are clear - anyone involved in the protests is to be detained for questioning, regardless of their level of involvement. But, this directive risks punishing innocent individuals swept up in the chaos. Following the orders your subordinates have detained the bystanders as well.

When the detainees were brought to the police station two of the youth came running to you and pleaded with you to let them go as they have no involvement in the incident and they were waiting for the bus to travel to the capital for attending the interview for the gazetted officer exam conducted by the state PSC, for which they have worked hard from years. Both of them also tell you that they belong to humble rural backgrounds and their families are dependent on them. If they get selected it would help their families to get uplifted from poverty and misery.

- What are the ethical dilemmas you would encounter in the present case?
- What are the alternatives available to you in the present case as a senior police officer?
- In administration there can be situations where strict adherence to the rule of law might pose challenges to achieving a just outcome. How can civil servants balance rule of law with their sense of justice? (Answer in 250 words) **20**

The present case emphasises upon the need to balance rule of law with the sense of justice. In the present case I am being faced with a critical ethical dilemma, torn between upholding the rules set by the government to maintain order and ensuring justice for innocent individuals wrongly detained.

The stakeholders involved in the present case are myself and other police personnel, the detainees including the youth, the government and the public at large.

- The ethical dilemmas that I will face in the present situation are

1. **Justice vs rules** - While the government intends to uphold law and order it runs the risk of detaining innocent individuals that contradicts the principle of proportionality and justice.
2. **Professional duty vs empathy** - While my professional duty dictates me to follow the government instruction, my conscience urges me to take an empathetic approach to the plight of youth.
3. Duty to maintain law and order vs responsibility to protect individual rights and ensure justice.
4. **Professional integrity vs moral integrity** - If my professional code calls for objective adherence to the directive, the principle of moral justice calls for subjective evaluation.

b. The different options available to me in the present case are

1. ***Detaining everyone and following the procedure without any consideration for the individual circumstances.***

Merits

- It will result in objective decision making and quicker resolution of the protests that is necessary for immediate restoration of order during a chaotic protest.
- It is in line with the government directive.
- It simplifies the implementation process for law enforcement and leads to consistent enforcement.
- It may act as a deterrent, dissuading potential participants from engaging in violent activities during future protests.

Demerits

- It will exacerbate the difficulties of the youth and their families and will add to their miseries.
- It violates the principle of presumption of innocence and individual rights.
- Mass detentions without differentiation may undermine public trust in law enforcement, leading to increased resentment and potentially fueling further protests.
- It will result in an overwhelming of detention facilities and inefficient resource allocation.
- It may lead to legal and ethical concerns and shows lack of sensitivity.

2. ***Use discretionary power available and let go of the youth considering their situation.***

Merits

- It demonstrates a commitment to fairness and justice.
- It shows respect for individual rights and is in line with the principle of justice.
- It enables the youth to attend the interview and may alleviate the suffering of families.
- It leads to building of trust between law enforcement and the community.

Demerits

- It will make others come up with similar demands and the incident may be used as a precedent by other police personnel to make similar relaxations that would be detrimental to maintenance of law and order.
- It may bring me the legal consequences for not following the directive of the government.
- It may be perceived as a sign of weakness by some, potentially undermining the deterrent effect and the perceived authority of law enforcement.

After weighing the merits and demerits of the above options I will first assess the involvement of the youth in the incident by probing into available evidence like CCTV footage or recording statements of

others detained from the incident. I will also ascertain the truth in their pleading by contacting the state PSC. If it is found that the youth are innocent and their claims are genuine then I will use my discretionary power and let go of youth as in option 2 and also I will record the incident in the dairy along with the rationale for the decision. If it is found that the claims are false then I will proceed according to the law.

It is because while it is important to ensure justice it is also important to be vigilant and also to base the decision based on objectivity to set precedent and maintain transparency and accountability. In addition I will also report the incident to the higher authorities and recommend separate proceedings for the non-violent individuals. Meanwhile I will ensure expedite investigations in the case of bystanders to ascertain the principle of proportionality.

- c. Rule of law aims to establish objectivity in decision making. But it is impossible to formulate a law that fits all the situations and addresses all concerns. Hence there exists certain situations where rule of law comes into conflict with principles of justice and fairness. Civil servants must strike a balance between rule of law with a sense of justice.

Instead of adhering strictly to the letter of the law, civil servants should seek to understand the spirit and intent behind regulations. This allows for a more nuanced interpretation that aligns with the broader goals of justice and fairness.

Whenever there exists extraordinary circumstances like the present case one has to use discretion that judiciously allows for flexibility in applying the law, considering individual circumstances and achieving more just outcomes. While doing so one has to clearly record the rationale behind decisions and the circumstances.

Civil servants should always reflect on the ethical implications of decisions and explore alternative courses of action that align better with ethical principles. He/she should work to minimise any disparity or externality of the decision to ensure fairness and equity.

Civil servants should proactively identify areas where existing laws may lead to unjust outcomes and advocate for reforms. Whenever there exists contradictory interpretations one has to consult legal experts to gain insights into alternative approaches that balance legal requirements with ethical considerations.

One should always use a restorative justice approach, that focuses on repairing harm and addressing underlying issues rather than solely punishing violations.

Along with this, civil servants should keep themselves abreast of evolving legal and ethical standards that help them to make informed decisions that balance legal requirements with a commitment to justice.

- 12. You are the head of a government department responsible for implementing rural development projects. The team consists of individuals from diverse backgrounds, each bringing unique skills and experiences. Recently, two employees, Suresh and Meena, who were previously good friends, have developed strained interpersonal relations, impacting team dynamics and project execution.

Suresh and Meena were initially part of a successful project team and shared a strong camaraderie. However, over time, personal differences and misunderstandings have led to tension between them. This has resulted in a decline in team morale, affecting collaboration, and jeopardising the success of ongoing projects.

- a. What are the ethical issues involved in the given scenario?

- b. As head of the department how will you address the situation without favouritism or compromising the team's overall effectiveness? (Answer in 250 words) 20

The present case demonstrates how personal dynamics can impact the work environment and thus emphasises on maintenance of cordial interpersonal relations in the workplace. As head of the project it is my responsibility to ensure that the work environment remains productive and harmonious without underlying grudges or favouritism.

The stakeholders involved in the case are

- Suresh and Meena, who have strained interpersonal relations.
 - Other employees of the department, who deserve a healthy work environment.
- a. The ethical issues involved in the present case are
- Team morale and cohesion getting affected by the strained interpersonal relation.
 - Vitiating of organisational work culture.
 - The effect on the efficiency of the department to implement the projects effectively is crucial for the establishment of public trust in the department.
 - The ethical challenge of promoting professionalism and respect within the team.
 - Conflict of interest as the personal differences between Suresh and Meena are affecting their professional responsibilities. It shows lack of professional conduct on their part.
- b. The difference between Suresh and Meena needs to be resolved in a fair and unbiased way in order to reinstate the positive work culture in the department.

I will schedule private meetings with both Suresh and Meena separately and allow them to express their perspectives on the situation, their concerns and any grievances they may have. I will actively listen to them and understand their concerns. If it is related to professional matters I will assure them that the concerns will be addressed within the rules of the department by finding the common ground. If the issue is related to their personal lives then I will advise them to resolve it among themselves assuring the emotional support from the team and the department.

I will also make them understand how their strained relationship is affecting the team morale and the necessity of maintaining professional conduct in their public sphere. I will also warn them of the possible consequences of their conduct which may include their transfer or suspension that would be black mark on their career prospects.

It should prompt both of them to resolve the issue amicably. If they continue to hold onto strained relationships then I will explore the possibility of mediation. If mediation fails then I will consider transferring one of them to another department on deputation.

It is because as head of the department it is my responsibility to ensure the prevalence of a positive work culture that motivates everyone to give their best. As rural development projects have a significant impact on the well-being of communities, ensuring that the team functions effectively is crucial for fulfilling the department's mandate.

Going further I will review the existing policy of the department to deal with interpersonal relations and establish clear expectations with regard to professional conduct and collaboration standards within the team. I will also organise team-building activities that encourage positive interactions among team members and fosters a sense of unity and collaboration among members.