



Educrat IAS ACADEMY

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GENERAL STUDIES

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Email ID			Roll No.
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INDEX TABLE			INSTRUCTIONS	
Q.No	Max.Marks	Marks Obtained		
1	10	4.5	1. Please write your Name, Email, UPSC Roll No. and Mobile number in the answer sheet 2. There are 20 questions printed in English, all questions are compulsory 3. The number of marks carried by a question or part is indicated against it. 4. Answers must be written in the medium authorized in the admission Certificate (English), which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. 5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be struck off.	
2	10	5		
3	10	4		
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6	10	4	Any specific message from Educrat IAS Mentors/Evaluators with respect to your copy? Mentor's Remarks:	
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16	20	10	Start Time: _____ End Time: _____ Mode of Examination: Online <input type="checkbox"/> Offline <input type="checkbox"/>	
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18	20	9	TEST CODE: _____ Medium of Examination: _____	
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Total Marks		104.5		



SECTION-A

1. (a) What are the three universal challenges to ethicality of Civil Services across time and space? Elaborate each of them. (Answer in 150 words, 10 marks)

Civil Services are a part of executive to deliver public services to citizens. They follow ethical standards like:

integrity | empathy | leadership | objectivity

Universal challenges to ethicality of Civil services across time and space

1. Political Yesmanship: Increase in political interference in discharging duties leads to ethical dilemma among civil servants

eg: AS I had to dig archaeological site as politician commanded them on advise of seer.

- 2) Corruption due to scope for discretion
eg: No clear laws on ground realities
allows them scope of personal
benefit — Ethical fading
- 3) Conflict between personal and professional
values. eg: a civil servant might
believe in privacy but has to collect
data for Aadhar. It might lead to
moral myopia in performing duty.

Ways to solve each challenges:

- ↳ Following conditional morality
- 1) Focus on public interest
eg: Visvesvaraya
 - 2) Listening to voice of conscience
 - 3) Develop emotional intelligence

Values in civil services
should be upheld despite challenges
in order to ensure its credibility.

1. (b) "Choice is essence of ethics, if there were no choice there would be no ethics, no good, no evil." Illustrate the nature and essence of ethics in the context of above statement. (Answer in 150 words, 10 marks)

Ethics is a set of standards that society places on individuals to guide their actions and behaviour.

However, ethical standards only apply to actions that result due to choice i.e. Actus Humanus

Nature and essence of ethics:

↳ Ethics applies only to those actions that arise due to:

↳ Free will: choice to perform the action eg: it won't apply to kleptomaniacs who steal due to mental issues

b) Knowledge: a person should be aware of the implication of the action eg: it cannot apply to actions by



stabilisophereenics

c) Conscience: a person should be aware of the action i.e. it should not be behavioural. eg: if a baby slaps someone

2) Without choice, there can be no ethics → it does not apply to animals i.e. if animals hunt it is not seen unethical as hunting is the only choice for survival

3) Ethics varies from society to society eg: in some societies abortion is legal, in others immoral.

Ethical standards vary from one society to another.

Ethics is a normative science that judges human actions as moral or immoral based on choice and free will.

2. (a) Enumerate the values in professional ethics. Why 'excellence' is considered cornerstone of professional ethics? (Answer in 150 words, 10 marks)

Professional ethics are a set of beliefs, values and practices that individuals follow in dealing with their work environment and professional conduct.

Values of professional ethics:

1) Loyalty to organisation
eg: no dealing in trade secrets

integrity
objectivity
fairness
2) No misuse of professional position for personal gains
eg: money capitalism

3) Excellence in conducting operations
eg: promoting profits for organisation

4) Stewardship: using resources efficiently
eg: audit of firms

5) Profit motive: focusing on gaining high returns.

Excellence is the virtue of performing some activity in the best way possible.

Excellence as a cornerstone of professional ethics

- 1) Increases profit of organisations
- 2) Enhances reputation of companies
eg: award for quality service
- 3) Promotes stewardship among employees - no wastage of resources
- 4) Promoting stakeholder capitalisation
excellence in work will benefit everyone eg: promotions to employees on basis of excellent performance
- 5) Excellence in character prevents corruption and misuse of funds.

Professional ethics promote ethical capitalisation in society which is beneficial for social and economic spheres.



2. (b) "Live your life as though your every act were to become a universal law."— Immanuel Kant. Elaborate this moral thought. (Answer in 150 words, 10 marks)

Immanuel Kant uses a deontological perspective whereby every action is judged on the basis of intrinsic moral worth of the act itself.

In his categorical imperative, he lays down the idea that one should live their life as if it were to become a universal law.

It simply means:

↳ Actions should not be seen as transient rather universal.

eg: focus on universal ethicality rather than situational morality.

eg: If violence is wrong, it is a universal law and should not be used at any cost.

Good

1) Humans should not be seen as a means to an end.

eg: Exploitation of workers are wrong morally. It should not be even promoted for own profit in Capitalism

2) We should behave in the same way as we would like others to behave with us.

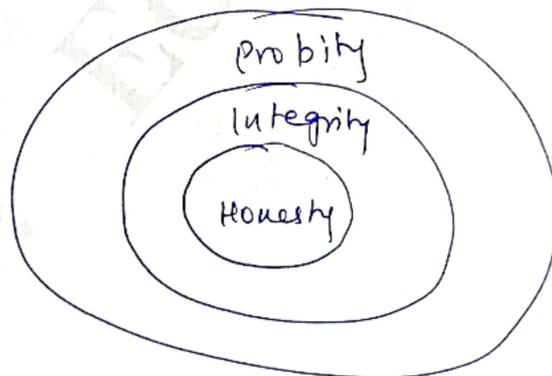
eg: If you want justice for yourself, you have to support justice for others even at your own expense
→ CSR by capitalists.

According to Kant, only then will we be able to live in an ethical world devoid of moral relativity and based on complete justice

3. (a) What is the relationship between integrity and probity? Can probity be maintained in Civil Services even without integrity? Comment. (Answer in 150 words, 10 marks)

Integrity is the uprightness of character that develops due to continued adherence to moral standards.

On the other hand, probity goes beyond integrity. It is not only about having integrity ~~rather~~ but also virtues like devotion to duty, public welfare, wisdom etc



2/ Good

In civil services, in order to maintain probity integrity is needed.

eg: V Sanyam had integrity as well as probity
→ He was transferred 20 times due to integrity but continued to work due to probity.

If there is lack of integrity, probity will be compromised.

eg: Shah Faal might be have integrity but lacked probity & therefore under adversity - hence resigned.

eg: A civil servant who does not have integrity i.e. takes bribe cannot be committed to duty or follow public welfare.

A civil servant can have integrity and not probity, but it is not possible to have probity without integrity.



3. (b) "Non-violence leads to highest ethics, which is the goal of all evolution. Until we stop harming all other living beings, we are still savages." Thomas A. Edison.

Describe the significance of this statement for modern times. (Answer in 150 words, 10 marks)

"An eye for an eye makes the whole world blind" - Mahatma Gandhi

The above quote is very similar to the idea of Thomas A. Edison of promoting non violence as the highest ethics.

Non violence as the highest ethics:

Non violence to achieve goals points to fleeing morality
eg: Russia - Ukraine war.

Means vs Ends conundrum:

Right means (non violence) should be used for right-ends.

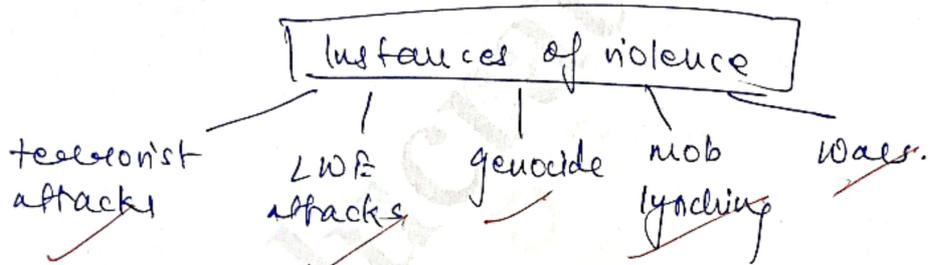
① Non violence through corporate sector → CSR → terrorist resort to violence

② Climate Change → Explore alternative dimensions of non violence → Attacks.

Non violence is mental + physical
Significance in modern times
① Non violence through corporate sector → CSR
② Climate Change → Explore alternative dimensions of non violence

3) Non violence important for social harmony eg: it can prevent riots like Manipal ~~riots~~ of 2023

4) Distinguishes us from animals: animals resort to violence for their survival, humans can use ahimsa. eg: focus on dialogue and diplomacy



All this shows that non violence is the highest ethical good. Unless we reach that, we continue to follow the Hobbesian model of men being brutish and nasty.



4. (a) How the interests of private sphere and public sphere become conflictual? What should be done in the event of such conflict? Explain. (Answer in 150 words, 10 marks)

The interests of public and private sphere might overlap in some areas like promoting social harmony but also might lead to conflicts.

Examples

1) Different interests

eg: Public goal of social welfare vs Private goal of profit motive

2) Differing methods of operation:

eg: Public idea of following rule book vs Private idea of promoting EODB

3) Different goals:

eg: Public imposing equity while private viewing it as an unnecessary tax burden.
CSR for promoting

1) Different value systems:

Public idea of socialism vs Private idea of liberalism!

In the context of such ethical dilemmas, the following can be done:

1) Following voice of conscience i.e. focusing actions based on morality.

2) Focusing on innovation to solve situations
eg: Smriti Sabarwal - Found Your city campaign

* Code of ethics
 * Service rules

* Following laws and regulation

3) Taking interests of all - ethical altruism rather than ethical egoism

eg: Tukaram Mundke focused on benefits of all sections.

4) Following constitutional morality:

trying to follow the ultimate values of land.

The conflicts should be resolved amicably by focusing on benefits of all rather than pursuing only self interests.



4. (b) Why tolerance is considered a foundational value of Civil Services? How should an aspiring Civil Servant prepare him or her to exhibit tolerance in public service? Explain. (Answer in 150 words, 10 marks)

Tolerance is the acceptance of opinions, attitudes and beliefs that are contradictory to one's own value system.

Tolerance: foundational value of civil service

It promotes social justice: taking into account the needs of every section

- * Better service delivery
- * impartial
- * law and order
- * settles public

Better policy making
eg: Right to religion to every group

Focuses on unity in diversity
eg: reduces conflicts, notes etc

promotes social harmony
eg: 'peace committees' in Chhatisgarh from every community

- 5) Promotes inclusive development
eg: Chakrisgach: transgender
incorporated in police force.

Ways to promote tolerance in aspiring civil servants

- 1) Follow constitutional morality:
promotes brotherhood in DPSP
- 2) Increasing interaction with other
groups eg: diverse study libraries
- 3) Using religious scriptures to change
beliefs and promote tolerance
eg: Syadarada of Jainism
- 4) Focus on sensitivity training eg:
role plays, field visits etc
- 5) Promoting interaction via travelling
eg: Bharat Darshan.

Without tolerance, unity of
the nation will be threatened and
harmony crippled. It should be
promoted in every way possible to
uphold sabka saath, sabka vikaas.

Good



5. (a) 'Good governance depends on ability to take responsibility by both administration as well as people.' In this context, what should be the,

I. Role of people in ensuring good governance?

II. Duties of government in giving good governance? (Answer in 150 words, 10 marks)

Good governance is the manner of exercising economic, political and social authority for overall development in society. It is not only the role of administration but also people.

I) Role of people in ensuring good governance

↳ Being honest: people should not resort to collusive corruption.

a) Participation: citizens should not remain political spectators

eg: only 3% citizens file RTI

↳ Upholding ethics: standing up for

right action → giving up moral notches

eg: demanding accountability via

social audit

* social auditing
* RTI
* participatory local governance
* spreading awareness about
* ethical governance
* civil society participation

4) Promoting tolerance eg: against kuki
episodes of Manipur.

II Government's role in promoting good governance

Responsive
governments should respond to people's demand
eg: EPC Grams

Consensus building
eg: through pre legislative mechanism

Accountability
they should be answerable to people
eg: bring political party under RTI

Use of Technology
dispute resolution
ADR
improvement
promoting ethical governance

Transparency
in activities
eg: social audit

Equity
promoting inclusive development
eg: Reservations.

Government should move towards ethical governance from good governance in order to achieve highest level of ethicality.



5. (b) 'Every emotion has a commendable value for itself, thus no emotion is condemnable.' Do you agree with this view? Comment.
(Answer in 150 words, 10 marks)

Emotions are an expression
in response to a situation. It can
be positive like love

??

6. (a) What do you understand by each of the following quotations?

"Among the wealthy, compassionate men claim the richest wealth. For material wealth is possessed by even contemptible men. Be ruled by compassion, for if various ways are examined, compassion will prove the means to liberation."— Tiruvallur. (Answer in 150 words, 10 marks)

Compassion is the ability to understand the suffering of others with an active desire to alleviate their suffering.

Wealth is possessed even by contemptible men i.e. possessing wealth without using it for others gives you material satisfaction but robs you of moral satisfaction

eg: Wealthy people not involved in compassion become stupid — suffer from mental depression

Compassion should rule a person, it is the only means of liberation. It means that

Shows rich-
material
inequality
leads to
corruption

a person who is not afraid to share wealth, who is above material attachment is actually liberated. He is not controlled by material aspects of society.

eg: Buddha: he was the king yet his compassion towards others suffering is a measure of his actual wealth. His non possession and ~~non attachment~~ gave him salvation.

eg: Even today, CSR obligations, ethical capitalism is the measure of actual wealth of a person. Someone who has philanthropic goals is respected more than one pure material goals.

Compassion can liberate a person. It is the actual wealth.



6. (b) "Everyone thinks of changing the world, but no one thinks of changing himself"— Leo Tolstoy. (Answer in 150 words, 10 marks)

Today the world is characterized by issues of greed, climate change, ethical fading etc. Everyone wishes for change, but no one is willing to change themselves.

eg: In India, government is criticized for corruption, but according to a survey 60% of Indians get engaged in collusive corruption

2) We expect government to act against climate change but there is hesitancy in using public transport, using renewable energy etc.

3) Everyone hopes for an equal and just society yet doesn't

want to contribute to it eg: Tax
evation, black money etc

4) We want a harmonious social
order but resort to violence when
it is about our benefit eg:
Honour killing

Instances of changing oneself

Good example

Greta Thunberg
fighting for climate
change

↓
Honourable PM
of India
using clothes made
out of recycled
plastic to promote
recycling in society

Pankaj Jain
an IAS officer
sent own
daughter to
anganwadi to
promote public
education

Lal Bahadur
Shastri
Not using
priv. public
office for
private
gains

Be the change you wish to
see in the world - Mahatma Gandhi
Only then can society change.



6. (c) The test for purity of gold is done by rubbing; similarly true characteristics of a person are revealed at the time of intense trouble."—Kautilya (Answer in 150 words, 10 marks)

Individuals while normally follow societal beliefs and values, unless they are in intense trouble. In such situations our true instincts and beliefs rise to the surface.

1) For example: Flight or Fight means. While some individuals thrive under adversity some give up.

eg:- E Shreedharan completed Metro Project even against political pressure while some civil servants resign.

2) Troubled times reflect our core values, our character.

eg:- An IPS officer cheating in

UPSC examination shows lack of integrity

3) Intense pressure can convince some while others resort to innovation eg: Smita Sabrawal: Find Your City campaign due to lack of political support.

4) It reflects our courage of conviction i.e. whether we continue our duty or resort to unfair means eg: Pulkaram Nandke continued to work against Maftas inspite of receiving death threats.

Time's definition of coal is diamond. Similarly, our true character and ethics become visible under pressure and in troubled times. Some turn to ash while some glow like diamond.



SECTION B

7. Mrs. Yamuna is a senior employee in a private bank. She is also the head of Internal Complaints Committee (ICC) meant to hear complaints of sexual harassment. Recently a newly joined women employee has filed a complaint of sexual harassment to the ICC against a senior manager. The senior manager now approached the HR manager of the bank and said that if the ICC takes the case forward, he will resign and join the competitor bank. He is handling a critical project and his resignation would not only weaken the bank but also help the competitor bank to advance. Hence, the HR manager pleads to Mrs. Yamuna that the complaint before ICC be delayed or disposed.

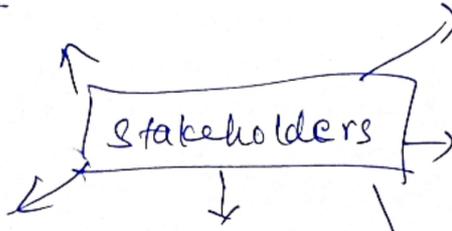
What should be the decision of Mrs. Yamuna in this case? (Answer in 250 words, 20 marks)

Synopsis of the case :

- 1) Mrs Yamuna heads the Internal Complaints Committee for cases of sexual harassment
- 2) Case against senior manager is reported.
- 3) He threats to join competitor bank and give details of critical project is action is taken
- 4) Mrs Yamuna faces dilemma of taking action or saving company.

Mrs Yamuna
(head of ICC)

Senior manager
(case filed against him)



Rival company
might benefit from this situation

Alleged female victim

Company
(might lose details to competitors)

HR
requests to not take action

Ethical dilemmas:

- 1) Professional duty (head of committee) vs Organisational loyalty
- 2) Justice to victim vs Justice to firm's interest

The various options in front of Mrs Yamuna are:

Option 1: Listen to HR and delay the case

Merit

- 1) Will protect firm's interest and profit
- 2) Action can be

Demerit

- 1) Justice delayed is justice denied
- 2) Goes against



delayed for time being and justice can be done later. Not disposing the case

professional duty of heading ICC
- Role morality issue

Option 2 : Take strict action against the manager after enquiry and without caring for the company

Merit

It will not lead to cognitive dissonance
upholding duty and morality
serve justice for the victim - set idea
zero tolerance

Demerit

It might endanger firm's position and lead to significant losses
2) Shows lack of agility in dealing with ground realities.

* Take carry out an investigation in which both sides are heard. Then take action as per evidence.

Option 3 : Mr's Yamuna should do the following:

It conduct investigation and suspend the manager till completion of enquiry.

- 2) Transfer the project to someone else
- 3) Interact with the legal team to understand laws that prevent manager from sharing information.
Putting on him a legal barrier under insider trading, competition Act etc
- 4) Ask HR to interact with the HR team of rival company, brief them about the situation and urge them to not employ the manager.
— Using dialogue to promote professional ethics.
- 5) Prepare a detailed report and take action accordingly.

Option 3 is the best course of action for Mrs Yamuna as:

It upholds justice for the victim



- 2) It does not compromise the interests of the company
- 3) It upholds the moral and professional duty — no ethical myopia.
- 4) Promotes dignity of women — zero tolerance for sexual harassment
- 5) Upholds laws of country: Rule of law maintained under POSH Act

The above action ensures that justice is not compromised over profits of company. Protecting women is a basic moral duty of every individual and must be ensured at all costs.

8. You are the Superintendent of the Police (SP) of a District. Recently, a road accident in a drunk and drive case led to killing of a man who happened to be the sole bread winner of the family. Later it was found that the accident was committed by the son of a State minister. He has contacted you and requested that let his son be not implicated in this case and in return he will do any favor demanded by you. His son is notorious for various such crimes in past including molestation of women, in those cases if the police officers were found to be unhelpful to him, the minister had capability to transfer the officers.

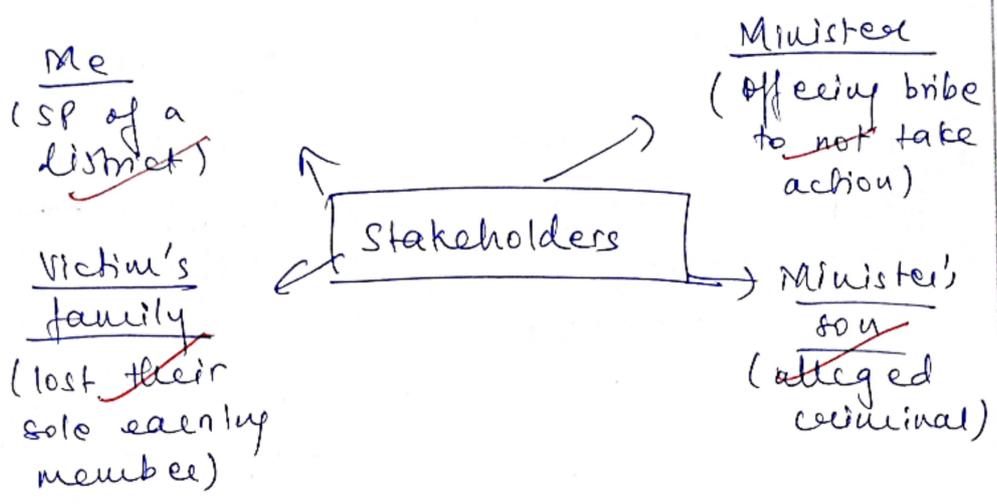
Now the Minister gives you an ultimatum with two options:

1. You should close the case and save his son. If you do so, you will not be transferred. Also, the family of the victim will be helped by him personally with Rs.50 Lakhs and also a job will be arranged to any person of the family.
2. If you fail to help him, not only you will be transferred but also no remedy to the victim family will be done by him.

What will be your decision? Justify your stand. (Answer in 250 words, 20 marks)

The above case reflects a situation whereby duhice of a civil servant are compromised due to political interference and vested interests of ruling class.

Not implicating the Minister's son will be beneficial but against duty while taking action might lead to transfer.



Ethical dilemmas faced by me :

- 1) Personal gain (no transfer) vs Professional duty (upholding law)
- 2) Ground realities (Minister has authority to transfer) vs Following voice of conscience (justice for family)
- 3) Family faces dilemma :
Monetary benefits (so take compensation) vs Justice for victim.

Option 1 : Drop the case, get the family compensation and job and continue to hold post of SP.

Merit

- 1) ~~Personal gain as SP position continues~~
- 2) ~~Family gets generous monetary compensation - so talk~~
- 3) ~~Future of family sorted - job for any member (Utilitarian approach)~~
- 4) ~~Can use minister's contact for future promotions~~

Demerit

- 1) ~~sets a strong precedent - ~~fit~~ minister's son will continue such acts~~
- 2) ~~Crisis of conscience - not following my duty~~
- 3) ~~Slippery slope - Minister can see this in future for further favours~~
- 4) ~~Denies justice to the victim~~

Option II : Take action, ~~and no compensation~~ chance of transfer for family

Demerit

1) ~~Survival of family difficult without any earning member~~

Demerit

1) ~~Listening to voice of conscience will prevent ethical dilemma.~~

2) Personal loss as chance of transferee increased.

2) Upholding Rule of law and showing faith in judiciary

3) Minister is powerful and can use muscle power to coerce family

3) Promoting accountability of elected ministers

My course of action :

completely following option 1 or 2 is not the solution. Instead:

1) Follow option 2 → take action against minister's son.

2) Arrange legal help for the family under NALSA

3) Investigate previous cases against the minister's son to increase pressure on minister → crowd suit

4) Promote transparency : involve media by giving them facts of the case without blaming minister

5) Arrange work for family members under MGNREGA for time being.

6) Present my detailed report and request
for compensation to family.

From the
govt!!

Reasons:

- 1) Prevents Gunda Raj's ministers should not use money and muscle power to deny justice
- 2) Enhances accountability of ruling class
- 3) Promotes justice for the victim and his family
- 4) Upholds my integrity - fear of transfer should not become obstacle to duty eg: Sagyan transferred 20 times.
- 5) Ensures survival of family through alternative opportunities.

Political interference is a given in civil services. It should not lead to blind adherence to duties and subvert public welfare.

9. Civil Services is a profession that bring welfare to many downtrodden sections and the overall society. The unmatched ability for serving public has made it attractive for many public-spirited youths of the nation. Many enter the service with a strong dedication to public service. However, within a decade, many of the new entrants turn unprofessional, corrupt, lethargic and incompetent. The descendance of sprit of service and ascendance of greed for money, power abuse, indifference to concerns of weaker sections are observed in them. They do not remain the same public-spirited probation officers they were once.

Analyse the various factors responsible for this unholy transition in them. What measures can be taken in this regard? (Answer in 250 words, 20 marks)

In recent times, civil service is being defamed due to inactivity, corruption, red tapism etc. The once Steel framework of the country is now seen as full of rust.

While they enter the service with energy, hope and public-spirit they turn unprofessional and corrupt due to the following factors.

Reasons

- 1) Institutional structure: authorities engage in corrupt activities and force subordinates to do so in the name of institutional hierarchy.
- 2) Political interference: politicians and nexus with criminals prevent civil servants from taking action against them.
- 3) Role morality: civil servants claim they turn unethical as they are bounded by their duty to follow orders - even if it is wrong.
- 4) Scope of discretion: excess scope of discretion leads to increased corruption eg: collusive corruption *good*.
- 5) Iron law of oligarchy: rule ritualism can lead to Red tapism, delays etc eg: Santoshi Kr died of hunger due to no ration card.



- 6) Power due to Babu Culture: colonial hangover of power continues among civil servants eg: Ranbeer Sharma slapped a boy for violating COVID rules.
- 7) Too much security under Art 311 prevents ~~action~~ against civil servants
- 8) Chalta hai attitude: to promote corruption eg: corruption greases wheels of bureaucracy has become norms.
- 9) Use of technology: biased data in FRAT
- Measures to change this:
- 1) Self introspection: civil servants should understand their own duties and responsibilities
- 2) Reducing political interference
eg: no transfer for at least 2 years with of potty
- 3) Promoting sensitivity training
eg: Mission Karam Yogi to overhaul civil servant attitude.

- 4) change discourse : from 'Babu' to 'Sevak'. It will reduce power handover.
- 5) Develop a code of Ethics for civil servants like code of conduct
- 6) Using technology to ensure transparency in activities
eg: Pragati portal
- 7) Promote interaction with people to understand ground realities
eg: DM (direct message to DM)
- 8) Allow innovation rather than rule ritualism
eg: Fare Mumbaz converted unused public building to libraries
- 9) ARC recommendation : no file should cross 3 levels for approval.
- 10) 360° review of civil servants

10. The CBI of your country raids a premise being used by terrorists. While no terrorist was found there, multiple belongings of them including a branded smart phone has been seized. In course of analysis, it was found that it is necessary to unlock the phone to access some critical information which will give clues about the terrorists and their plots. Your government approaches the company producing these phones and asks them to unlock the mobile. However, citing the company norms for customer privacy, it is said that regardless of one of their phone being used by a terrorist, it is unprofessional to unlock a customer's mobile which will amount to violation of customer privacy.

Analyse the ethicality in the argument of the company. What should be the right approach in this case? (Answer in 250 words, 20 marks)

The above case highlights the long debated issue of right to privacy and national security. Unlocking a terrorist phone is crucial for national security but will violate customer privacy.

The company denies unlocking it as its primary duty is towards its customers.

Ethicality of company's arguments.



1) Protection of privacy: protecting
fundamental rights of citizens
under Art 21

2) Following organisational code of ethics: duty to protect customer's data — deontological ethics

* Loss of trust by the company among customers
3) Giving data to government will lead to a slippery slope: more such demands can arise in future

4) Role morality: company is following the morals of its work environment.

Issues in company's arguments:

1) National security is of utmost importance: even Supreme Court upheld this

2) Right to Privacy is not absolute
It can be compromised for wider good.

- 3) Doctrine of Double effect: if something bad (violation of privacy) results from something good (security) it should be allowed.
- 4) Socrates idea of higher morality: when two conflicting morals arise, the one with higher moral value should be followed.
- 5) Rule of law: the company by denying unlocking of phone is violating IT Rules.

Right Approach

The company should unlock the phone and give data to the relevant government authorities only after an order is passed by the relevant authority eg: Head of IT Rules / Dept.



Reasons:

- 1) National security should take precedence over Right to privacy of an anti national element.
- 2) By providing relevant data, the company is following laws of the nation — IT Act (Rule of Law)
- 3) Company is will not be responsible for future attacks — the phone might contain plan of terrorist activities.
- 4) It will be in the interests of wider public — lives of others can be saved.
- 5) Ethics over morality — norms of wider society over own moral values for summum Bonum — utilitarian perspective.

The company should provide data as a one off instance after receiving court orders.

In this way, it will balance interests of all stakeholders while maintaining ethical standards and upholding law.

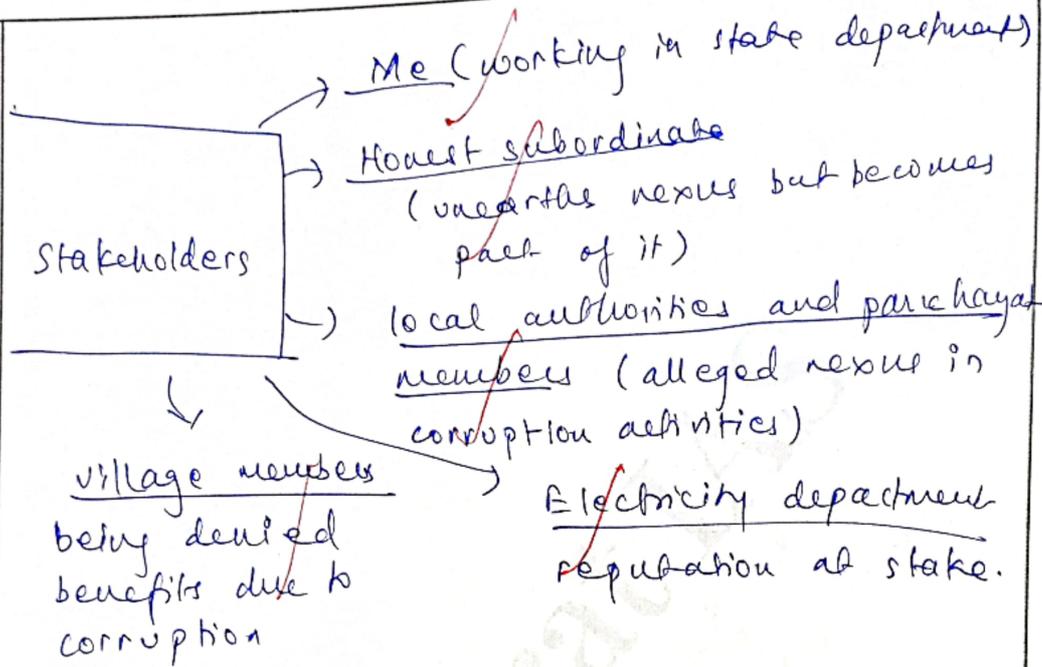
11. You are working in the electricity department of a State. You are assigned with electrifying all the villages of the State under Saubhagya scheme. Around 35 personnel work under your supervision. A seemingly honest subordinate has come to you and said that he has unearthed a major corruption done in a village by local authorities in collusion with elected panchayat members. Being an officer of integrity, you have asked him to submit a detailed report in two days. But the politicians and local authorities have approached your subordinate and encouraged him to help them in return for a share in the lump sum amount siphoned off by them. Being convinced, your subordinate comes to you after two days and claims that he has mistakenly believed there has been a corruption, but in reality he claims no such irregularity has occurred.

Answer the following:

- (a) What are the ethical issues in this case?
 (b) How will you respond to the changed opinion of your subordinate?
 (Answer in 250 words, 20 marks)

Synopsis of the case:

- 1) I am working in electricity department responsible for electrifying villages
- 2) An honest subordinate unearths nexus between panchayat members and local authorities. and is ~~tasked~~ tasked with preparing a report on this
- 3) He turns hostile and instead claims it was a misunderstanding in return of money offered by corrupt officials.
- 4) I am in a dilemma on what to do.



Ethical issues in this case

if corruption: subversion of morality due to nexus between local authority and panchayat members

1) Misusing public position for personal gains.

2) Ethical fading: inability to see ethical issues in front of personal profits. eg: subordinate went back on his word.

Work culture
 ↓ delivery of public service
 ↓ Non-participative
 ↓ Poor ethics
 ↓ Pressure from representative

- 4) Lack of accountability on part of elected members
- 5) Erosion of credibility of public: trust deficit will increase between public and state department.

Options available in front of me

Option I: Accept the word of officer and let go of the matter

Merit

1) Since the officer is honest he might be speaking the truth.

2) Will reduce additional responsibilities on the department

Demerit

1) Shows lack of conscientiousness on my part

2) Will continue wastage of government resources if nexus exists.

Option II: Ask the officer to still file a report on his original findings.

De Merit

It is wasteful exercise as it will not yield any result.

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De Merit

It will shift authority and responsibility from me to subordinate - shows I took action

The above 2 options will not yield any result.

My course of action: Option 3

- 1) Ask the officer reasons for change in statement.
- 2) Appeal to him to listen to his conscience and follow duty protocols.
- 3) Give the matter to another officer and ask them to conduct field inspections to ascertain truth.
- 4) Ask the original officer to compromise and give details else action will be taken against him for obstruction of justice.

5) Take action on the basis of detailed report against all involved.

Stop intermediaries
to prevent
misunderstanding
to

Hence, my response to charged opinion of subordinate will be

Dialogue
to understand
reason for change

Plea to
follow voice
of conscience
and uphold
duty instead of
profit motive

Warning
to take stern
action against
him, if his
involvement
is discovered.

The above course of action ensures that both soft and hard approach is used to ensure participation of subordinate. Actions cannot be based on a single statements of officials i.e. case cannot be let go simply because complaint is presented as misunderstanding.

Civil servants should uphold duty above all to promote their goal of public welfare.

12. State is a political institution that exists to deliver many services to the citizens. Yet, many surveys across world, especially in developing countries like India, has shown that the people are not satisfied with the delivery of services by the government. This is hampering the development of nation and also people's confidence in the whole idea of democracy itself. Multiple expert committees and analysts have consensus on some issues in this regard. Three crucial ones are as follows:

1. Analysing the deficits and gaps in various services delivered.
2. Developing procedures to hold the concerned authorities accountable for poor service delivery.
3. Strengthening ethics in the overall service delivering administrative machinery.

Suggest institutional measures to address the above three issues.
(Answer in 250 words, 20 marks)

State's major aim is to deliver public services to its citizens. Yet, the quality, efficacy and timely delivery remain the biggest hurdle in following the goal.

A 3 pronged approach is needed



1) Analysing deficits and gaps in service delivery. This can be done via:

1) RTI: promoting transparency in government activities

2) Digitisation of service delivery mechanism to reduce corruption
eg: Pragati portal to understand status of service delivery

3) Increase social participation

eg: citizens 'beneficiaries' according to rights rather than government's benevolence

4) State should set targets to understand whether it is being met or not eg: Saubhagya targets of electrification of all villages.

5) Attacking core reasons; eg: corruption through 360° review of civil servants.

2) Developing procedures to hold them accountable:

- 1) Promoting social audit eg:
compulsory in Meghalaya
- 2) Action against non performance and corruption eg: dokpat, CVC
- 3) Increasing accountability of government through technology
eg: star rating of government departments.
- 4) Removing them from office in case of continued non performance
eg: 11 officers suspended in 2021
- 3) Strengthening ethics in overall public administration
- 1) Serotham model: to promote citizen services on basis of ethical standards.



- 2) Citizen's charter: to ensure legal backing to ethical standards
- 3) Developing an organisation code of Ethics
eg: Civil Service Code of Ethics
- 4) Promoting Emotional Intelligence among administrators to frame better policy making
eg: S. E. Rajappa
- 5) Promoting suo moto disclosures for openness and transparency
eg: Under Sec 4 of RTI Act
- 6) Increasing government - public connect to understand ground realities
eg: promoting inclusivity by employing transgender in Mathisgarh's police.

The government should work for public welfare through an iron fist in a velvet glove. The goal should not only be good governance but ethical governance for holistic development.