



# Educrat IAS ACADEMY

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## GENERAL STUDIES

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INDEX TABLE			INSTRUCTIONS	
Q.No	Max.Marks	Marks Obtained	<p>1. Please write your Name, Email, UPSC Roll No. and Mobile number in the answer sheet</p> <p>2. There are 20 questions printed in English, all questions are compulsory</p> <p>3. The number of marks carried by a question or part is indicated against it.</p> <p>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.</p> <p>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.</p> <p><i>Any specific message from Educrat IAS Mentors/Evaluators with respect to your copy?</i> <i>Mentor's Remarks:</i></p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>	
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SECTION A

1. (a) Today the understanding and handling of emotions have been described as the necessary quality for success. In this context what does emotional sensitivity mean to you? What role does family, friends and society play in inculcating the emotional sensitivity within us? (Answer in 150 words, 10 marks)

In an increasingly competitive world, emotional sensitivity helps us remain humane.

Emotional sensitivity is the quality of understanding the emotions involved in a situation. Rather than becoming a rule nihilist, emotional sensitivity should be maintained.

It includes

sympathy compassion empathy tolerance

Family, friends and society play an important role in inculcating emotional sensitivity.

Family:

- It allows us to understand and respond to needs of wider society rather than focusing on self interests only  
eg: spending own money on family health

Friends:

- They promote idea of responding to other issues rather than only focusing on own issues eg: friends helping in major life problems

Society:

it promotes emotional sensitivity by inculcating empathy and compassion eg: Sangal during covid

It is necessary to remain emotionally sensitive in a mechanical world to retain essence of humanity,

Good attempt. Conclusion can be improved

4/10



1. (b) Today's world is not only fast-paced, but also highly competitive. In order to keep pace and stay ahead, possession of several key work ethics is a plus for achieving goals and being successful. How positive work ethics helps public service to fulfill its goal of ensuring public welfare? (Answer in 150 words, 10 marks)

Work ethics is a set of values that guide the behaviour of all those involved in the professional workspace.

Work ethics includes following code of conduct at workplace following organizational principles

loyalty to organisation	tolerance towards coworkers	following institutional hierarchy
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In an increasingly fast paced society, there are issues like insider trading, cartelisation, monopoly etc to achieve a competitive edge. Hence positive work ethics is needed for public welfare.

Problems due to inadequate work ethics could be more commonplace like moonlighting, underutilization of work timings, engaging in office politics, etc

- 1) Work ethics allows to equal space for all to compete and ensures fairness eg: laws against cartelisation
- 2) It can also promote ethical capitalism eg: CSR
- 3) Positive work ethics brings about attitudinal change through role modelling
- 4) It reduces scope of corruption and unholy nexus eg: integrity pacts adopted as standard ethics in workplace

Having ethical standards in workspace will not only help the benefit organisation but will contribute to larger public welfare.

sustainability. Eg -  
Plastics Pact

employees are able to focus on their respective KPIs, without any hidden agendas

3.5/10



2. Differentiate between the following: (Answer in 150 words, 10 marks)

- (a) Misfeasance and Malfeasance.
- (b) Code of Ethics and Code of Conduct.
- (c) Political intervention and Political interference.
- (d) Dissent and Sedition.

a) Misfeasance is the inability to follow a law or rule due to certain issues not leading to huge loss. Malfeasance is the act of deliberately subverting a law/rule which the actor knows will cause grave impacts.

eg: Tax avoidance (Misfeasance)  
Tax evasion (Malfeasance)

Misfeasance is unintentional, unlike tax avoidance. Eg could be filing incorrect GST returns because of technical limitations

b) Code of ethics is a wide set of guidelines that guide the behaviour of individuals according to values. It is non enforceable.

Code of conduct is a list of do's and don'ts that should be followed mandatorily.

Example should help differentiate between the two. Eg - obeying elders is part of code of ethics, but not of code of conduct, and similarly, a uniformed guard will have to stand in uniform in the heat as per code of conduct, but it is not really ethical to make this ask.



eg: Take written order - code of Conduct  
Follow Probity in conduct - code of Ethics

c) Political intervention is the act when government intervenes in any aspect of life which can have positive impact eg: government intervening during covid 19.

Political interference is the act of increasing political influence over any aspect eg: politically motivated transfers.

d) Dissent is the condition of not agreeing with the government and conducting constructive criticism eg: Protest against CAA

Sedition is the act of bringing hate against the government with the intention of causing violence and law and order issues eg: communicating with enemies during a war.



3. Given below are quotations of great moral thinkers/philosophers. For each of these quotations, bring out what it means to you in the present context:

(a) "Rights are protected not by law but by the social and moral conscience of society." – B. R. Ambedkar. (Answer in 150 words, 10 marks)

The constitution of India gives its citizens a set of rights just like many other nations.

Rights need protection of law i.e. they need a backing for it to be enforceable.

However, it cannot be protected by law alone, it needs approval of social and moral conscience of society.

Examples: Manual scavenging has been banned by law but India still has 50000 manual scavengers.

2) Gender violence is prohibited



under many laws but sexual assault is a reality eg: Nirbhaya case.

2) Racism has been institutionally banned but covert forms exist eg: Ghettoization.

Getting moral and social support is needed for bringing changes

Examples: Amit Gupta brought about attitudinal and behavioural changes against manual scavenging through Daliya Jalao Initiative

2) Leadership needed for people to get social support eg: Pankaj Jain sent own daughter to Changanwadi to bring change.

Conscience of society can help institutionalise changes brought by law.

4.5/10

Good answer



3. (b) "The political problem of mankind is to combine three things: economic efficiency, social justice and individual liberty." John Maynard Keynes (Answer in 150 words, 10 marks)

Economic efficiency, social justice and individual liberty — a combination of all three can bring about an utopi ideal society.

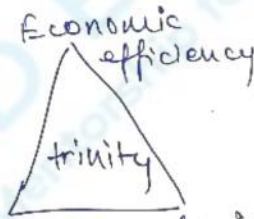
However, combining the three is a major political problem.

1) Achieving economic efficiency can compromise on social justice

eg: restrictions on unionisation for economic growth.

2) Promoting social justice will compromise liberty eg: curbing speeches against religious sentiment

3) Increasing liberty can hamper



Think of this like Impossible Trilemma where achieving any two would inadvertently lead to not achieving the 3rd.

1) Achieving economic efficiency and individual liberty would lead to concentration of wealth and against the principles of Article 39 of the Constitution

economic efficiency  
eg: protects (liberty) restricting trade  
movements.

Need for reconciliation :

- 1) Balance between all three aspects needed eg: Reasonable restrictions
- 2) Promote ethical capitalism to ensure social justice and economic growth eg: Bhaskiya Management Model
- 3) Focussing on equitable justice rather than equality eg: Progressive taxation

While a complete harmony remains elusive, the gap between the three can be reduced for synergistic growth.

3.5/10



3. (c) "The real issue is whether there is a plurality of motivations, or whether self-interest alone drives human being" - Amartya Sen  
(Answer in 150 words, 10 marks)

According to Hobbes, man is selfish, brutish and vain - he is driven by self interests alone.

Aristotle, on the other hand, saw self as ethical i.e. concerned for all and not only self interest.

Humans are a complex being, mostly guided by situational morality - sometimes driven by self interest, sometimes by plurality of motivations.

Man driven by self interest

- 1) Crony capitalists and corruption reflects selfish nature of man
- 2) Insider trading - selfish motives

Do NOT use quotes to explain other quotes

Answer should have ideally started from this para

4. Dishonesty and guile  
5. Crime

3) Tax evasion is also driven by own interests.

Man driven by plurality of emotions

↳ Any action done by man takes into account multiple factors like culture, religion eg: charity - a selfless act

2) CSR by corporates also shows stakeholder capitalism - multiple factors rather than own interests.

3) The classic Heinz dilemma shows that only own interests do not guide an action.

The issue of whether man is selfish or motivated by multiple factors has no simple answer. It depends on the situation, person etc - all factors that influence Actus Humanus.

4. Driven by love.  
Eg - Taking care of child  
5. Social morality.  
Eg - Man trying to provide for his family



3. (d) "To choose among several expedient actions the least evil one is moral judgment". – Hans Morgenthau (Answer in 150 words, 10 marks)

Having multiple options to choose from creates a dilemma among actors especially when the action demands expediency.

In such a situation choosing the least evil one is a moral judgement.

The least evil action will ~~promote~~ cause minimum harm to those involved and thus may be better than other actions eg: in crowd control, using tear gas instead of firing

This is also supported by the Doctrine of Double Effect i.e. an action may produce negative consequences along with positive

This para just repeats the quote. Also, it concludes without discussion. Redundant para



ones and hence may be pursued if it is the least evil course.

eg: tactical bombing during war to destroy enemy posts.

However, deontological ethics criticizes the view. According to thinkers like Kant, an action is ethical based on the intrinsic moral worth of the act itself. If it is evil, it is not moral.

In reality however, it is not possible to apply deontological ethics at all times. In expedient situations, choosing the least evil action might itself be a moral act.

Give more examples.

Covid lockdown required expedient action

3.5/10

4. (a) The objectivity of rules should not be complicated by the subjectivity of conscience. Discuss. (Answer in 150 words, 10 marks)

Objectivity is the ability to take decisions on the basis of rational and legal standards.

Objectivity of rules is pertinent to ensure smooth functioning of society.

However, sometimes objectivity of rules is complicated by subjectivity of conscience i.e. the dilemma between following conscience / own morality or <sup>objective</sup> rules.

Objectivity of rules should not be complicated by subjectivity of conscience

↳ Subjectivity can lead to lack of law implementation eg: A Pro life doctor ~~officer~~ will not implement abortion rules.

2) It can lead to confusion and cognitive dissonance.

Eg - objective civil servant implementing welfare scheme is confused if old beneficiary comes without proper documents

3) Subjectivity may have the potential to break down established structures  
eg: Robin Hood - driven by conscience rather than law

However too much objectivity can lead to goal displacement and create pedantry

Need of the hour

Happy blend between objectivity and subjectivity

In case of dilemma, follow constitutional morality

Gandhi's talisman

Apply Dr. Socrates higher virtue goal i.e. select that which benefits all rather than self.

Both objectivity of law and subjectivity of conscience should be balanced. However, importance should be given to objectivity of law rather than own interest.

4/10





4. (b) Information technology and data is the driving engine of today's world. It plays a vital role in everything we do in modern society. This has brought focus on information ethics. What's the importance of information ethics? According to you, what principles should form the basis of information ethics? (Answer in 150 words, 10 marks)

With Information Technology (IT) Revolution, there has been growth of data in every sector. As data is prone to be misused, there is a demand for information ethics.

Information ethics are a set of guidelines that govern the aspects of data sharing - verifiability, respect for privacy, consent etc.

Write this part in the beginning

Importance of Information ethics

- 1) curb fake news - eg: fake news leading to mass exodus in Assam
- 2) Respect for privacy and dignity

- eg: deepfakes of women used in pornography
- 3) Information ethics can promote social harmony by prohibiting hate speech eg: Delhi riots 2020
- 4) Concept of Summum Bonum - will lead to greatest good for greatest number of people.

GHGN is a utilitarian concept. Ideally information ethics should be based on welfare of all, equity

Principles for Information Ethics

Consent: data should be collected only after consent

Respect for dignity  
curbing misuse of deepfakes

Social justice  
samples should include all kinds of population eg: in facial recognition.

Proportionality  
punishment should be given according to violation.

Balance freedom  
ethical guidelines should not promote Orwellian state.

Ethical guidelines in IT can go a long way in ensuring peace and justice and hence should be adapted at the earliest.

Digital Personal Data Protection Bill, 2023 should be mentioned



5. (a) Good may not always be pleasurable but bad always attracts us which is by nature an easy thing to do. Discuss the relevance of the statement in the study of ethics. (Answer in 150 words, 10 marks)

The world has recently witnessed an increase in crime - terrorism, cyber attacks, narcotics etc. It is easy to get attracted by bad as man is brutal and nastik in Hobbesian terms.

Attractiveness of bad as it is easy

- 1) Narcoterrorism - eg: In Punjab
- 2) Abuse of power for own benefits  
eg: crony capitalism
- 3) Corruption for monetary benefits  
eg: Sabham scandal
- 4) Easy money eg: betting/gambling.

The good on the other hand may not always be

5. easier to disobey laws than follow all intricacies

6. Seemingly better to ask forgiveness than permission



pleasurable.

(\*) CSR, Progressive taxation - causing profit reduction

1) Maintaining integrity leading to transfer  
eg: V. Sanyam transferred 20 times

2) Following right action causing threat to life eg: Sabyendra Doley

However, it is important to choose good over bad irrespective of consequence for wider ethical implications

Measures

Promoting ethical standards in institutions eg: Code of Ethics

Rewards

Curbing negative actions eg: crackdown on money launderers

for good actions

can promote ethics - eg: Bharat Rating

Monetary benefits can cause Ethical fading. Good actions should be encouraged and rewarded to overcome the moral myopia.

Sevottam Model  
Code of Conduct  
Citizen's Charter

4.5/10

5. (b) Virtues of prudence and fortitude are the most important virtues of a civil servant. How will these values help civil servants in discharging their duties? (Answer in 250 words, 15 marks)

Prudence is the ability to manage resources effectively. It includes virtues like stewardship and wisdom.

Fortitude is the idea of genuine courage i.e. following right actions even in the face of vehement opposition.

These values can help civil servants in discharging their duties effectively.

Prudence

It promotes stewardship and optimal resource utilisation eg: Rahul Kumar started broken O<sub>2</sub> plants during covid.

Mention connecting para or diagrammatic representation of why these two are most important virtues for civil servants

- 3) Financial viability
- 4) Long sightedness

It enables decision making that is inclusive and beneficial for all ✓  
eg: Choo ko kashman initiative.

(Forthwade)

1) It ensures discharge of duties irrespective of conditions eg: Mausi  
Baicha rescued 6000 migrant workers ✓

2) It reduces scope of political  
yesmanship eg: Jam Mackenshaw  
advised against war in 1971 ✓

3) It increases devotion to duty  
and not succumbing under stress  
eg: Tokaram Mundhe against Mafia  
in Maharashtra. ✓

While civil servants face  
issues like political interference, loss  
of integrity, irregular training which  
compromises these virtues, it can be  
strengthened to ensure that the  
steel framework of the nation does not  
rust. ✓

Durga Shakti Nagpal

4/10





6. (a) Discuss the importance of 'good' corporate governance for preventing corporate fraud in India. What contribution can the institution of 'independent director' make in this regard?

(Answer in 250 words, 15 marks)

Good corporate governance is one whereby decisions are taken on the basis of merit and benefit of all. It can reduce the scope of corporate frauds like scams, embezzlement, insider trading etc.

Good corporate governance reduces corporate fraud

- 1) It ensures stakeholder capitalism i.e. profit for all eg: Dhava culture in USA
- 2) It reduces scope of crony capitalism eg: free and independent audit
- 3) It can reduce incidence of

5. Compassionate Capitalism

favouritism and nepotism eg: appointing independent director.

1) It will promote ~~to~~ ethical capitalism  
eg: Using ESG norms

According to Uday Kotah and Nyati Srinivas committee independent directors can contribute to good corporate governance.

↳ Being independent, they take decisions for benefits of all rather than owners only.

No Conflict of interest

2) They are able to adopt an outside view - taking objective outlook rather than being emotionally attached.

3) Independent directors continue to remain accountable for their actions.

4.5/10

Good corporate governance in India can be adopted according to Bhaahya Management System which includes knowledge of Mimamsa in running professional spaces.

6. (b) RTI act has empowered the common man to have access to information thus making every citizen a potential whistle-blower. Discuss. (Answer in 250 words, 15 marks)

RTI marked the shift from an 'era of darkness' to 'dawn of transparency'. Right to Information Act (RTI) has empowered citizens gain access to various information.

[It allows every individual to become a potential whistleblower i.e. flag an illegal and immoral activity.]

It ensures transparency and thus good governance eg: using RTI to assess performance of schemes

2) RTI has been used to expose various scams in India eg: Satyam scandal.

3) It increases citizens participation

civic republicanism

Reduce size of intro

Repeating question



thus promoting true democracy.

4) It enhances accountability i.e. government is answerable for its actions. eg: RTI used during covid to assess government performance

However, only 3% citizens have used RTI and hence it has not led to substantial whistleblowing.

threat to life of RTI activists

lack of awareness among citizens

non disclosure of information by officers under sec (5).

Digitization and awareness

on RTI can help ensure proper usage of RTI and they can contribute to ethical governance.

pendency

structural issues, eg - vacancy in Information Commissions

Reasons

Ideally, the answer should end on a positive and encouraging note with what should you do as a bureaucrat, i.e., Way Forward

3.5/10



SECTION B

7. Rajesh is an IAS officer. He was recently appointed as Registrar of Charitable Trusts. He was helped by a trust named Asha during his civil services preparation on recommendations of Ram. Rajesh has immense gratitude and respect towards Ram. One day Rajesh receives a complaint from a whistle-blower stating that there has been mishandling of funds in Asha trust by its director Ram. There is an allegation on Ram that he has used the trust money for his personal reasons and has abused his authority. In the capacity of being Registrar of Charitable Trusts you are empowered to cancel the licence of trust which violates fund utilisation norms.

- What are the ethical dilemmas that Rajesh will face in the present case?
- What are the options available to Rajesh in the present case?
- Critically evaluate each of the options.
- What option should Rajesh adopt and why?

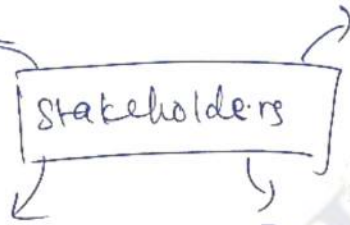
Synopsis of the case :

- Rajesh is Registrar of Charitable Trust as an IAS officer.
- He was helped by Ram, director of Asha trusts during his civil services preparation.
- Case is filed against Ram for mishandling trust funds.
- Rajesh is in a dilemma whether or not to take action.

Stakeholders in the above case

Ram - director of charitable trust to Asha

Asha trust facing issue arising of fund misuse



Rajesh - Director of charitable trust

Dependents on charity

Registrar

a) Ethical issues / dilemmas Rajesh will face in the above situation:

1) Loyalty to Ram (who helped him in tough times) vs Loyalty to institution which he heads.

2) Performing professional duty by taking action vs Honouring personal respect by avoiding action.

3) Following institutional norms vs following societal convention (repay Ram by not taking action)

Ethical dilemmas is the main ask. Write more dilemmas

- 4. Constitutional morality vs social morality
- 5. Conscience vs objectivity
- 6. Conflict of interest





Answer (b) and (c)

The various options available to Ram and it's critical analysis.

Option 1: Not take action against Ram as a one time relaxation and make him aware of the situation

Merits

1) Rajesh does not suffer from witness guilt for as he repays Ram back by not taking action

2) Giving him a warning shows that such future actions will be liable to action

Demerits

1) Cognitive dissonance due to compromise on duty

2) Injustice to those who depend on charity for welfare as well as injustice to donors.

Option 2: Ignore the issue altogether

Merits

1) Rajesh reciprocates to Ram - helps him in need

Demerits

1) Shows lack of devotion to duty

Option 3: consult seniors on the matter  
and then take action.

Merits

- 1) Institutional memory might be of help in such situations
- 2) A consultation based approach might lead to new options

Demerits

- 1) Reflects incapability of Rajesh to handle stressful situations.
- 2) He might not get any proper course of action.

Option 4: conduct an enquiry and  
take appropriate action on basis of  
detailed report:

Merits

- 1) He upholds his oath to perform duty irrespective of personal issues
- 2) It ensures justice to donors

Demerits

- 1) It might lead to some relations with Ram as he is in opposition to him.





d) Rajesh should follow Option 4

Course of action :

- 1) Appoint an enquiry committee
- 2) Study detailed report presented
- 3) Cancel licence of trust. if wide spread misuse of funds are rampant.

Reasons for option 4 :

- 1) It ensures that he upholds his duty irrespective of personal relations
- 2) Fund misuse can lead to inequalities and crimes. Hence, cancellation of licence is best course of action in such a situation
- 3) It acts as a warning to other trusts who are engaged in such actions.

Civil servants should honour their duty even if it goes against their personal relations. Only they can integrity be achieved.

Step 1 should be suspend license of the trust based on preliminary investigation.

Conclusion can be improved.

Mention any act or committee for fiscal management of trusts. e.g. FIU-IND

8.5/20





8. Soumya is posted as Municipal Commissioner in a metropolitan city which has a chronic problem of slum proliferation. These slums are generally criticised for having unhygienic conditions. They are also despised by other residents as a breeding ground for diseases and anti-social elements. There is an increasing pressure on Soumya to remove slums and rehabilitate the people living there in outer areas. When Soumya started to work towards the slum rehabilitation and visited the places and interacted with people she found that the livelihood of slum people depends on nearby areas. If removed from there, they might not be able to earn two meals a day and would suffer immensely.

- What are the ethical issues involved in the present case?
- What are the options available to Soumya?
- Evaluate each option on its possible consequences.
- What will be the best course of action for Soumya?

The above ~~issue~~ case study reflects the problems that fringe areas like slums face in society - diseases, unhygienic conditions, anti-social elements etc. However, it is also a source of their livelihood.

Soumya, a Municipal Commissioner, is facing a dilemma in balancing livelihood and health needs of slum dwellers and other nearby residents.

Stakeholders  
involved

Soomya: a municipal  
commissioner ✓

Slum dwellers: being  
rehabilitated ✓

Nearby residents: facing  
issues as slum has become breeding ground  
of disease ✓

a) Ethical issues involved in the  
above scenario:

1) Poverty: slum dwellers live in  
abject poverty in fringe areas ✓

2) Apathy of residents: demanding  
rehabilitation of slum for own  
benefits. ✓

3) Balancing interest of wider society  
(other residents) versus meeting  
needs of slum dwellers ✓

4) Focusing on monetary benefits  
(livelihood) will compromise social  
benefit - rehabilitation ✓

5. Right to  
livelihood vs right  
to health  
6. Welfare  
approach vs  
GHGN



Answer (b) and (c)

Various options available to Soumya and it's possible consequences.

Option 1 : Allow slum dwellers to continue living for meeting livelihood needs.

Merit

- 1) It ensures social justice for the lowest section - slum dwellers
- 2) Ensures continuation of employment for a huge section

Demerit

- 1) Slums are a breeding ground of disease and crime - it will continue as a problem
- 2) Interests of nearby residents are ignored

Option 2 : Rehabilitate them to a new area and ask them to find work there

Merit

- 1) Solves major problem of diseases and anti social elements

Demerit

- 1) Does not address concern of livelihood - majoritarian view taken.

Sounds very wrong if you call the problem of slum dwellers 'minor'





Avoid

1) Shows lack of empathy for slum dwellers

2) Shows lack of empathy for slum dwellers

2) It will lead to a cleaner environment

Option 3: Rehabilitate slum dwellers temporarily and allow slum redevelopment in that area.

Merit

1) It ensures that they are shifted only temporarily  
2) Slum redevelopment will benefit slum dwellers also.

Demerit

1) Livelihood concern of slum dwellers remains unaddressed

(d) Soumya should choose option 3 along with the following course of action.

1) Rehabilitate slum dwellers temporarily

to an area where similar opportunities are present.

- 2) Absorb some of the population as workforce in government sector eg: safai karamchalis etc
- 3) Focus on slum redevelopment under PM Awas Yojana

Affordable housing initiatives under SWAMIH fund

4. Work on social integration of slum dwellers with the rest of society  
5. Human capital development of slum dwellers to halt crime

Reasons for the folk action:

- 1) It balances needs of both slum dwellers and neighbourly residents.
- 2) Slum redevelopment will ensure hygienic living spaces.
- 3) It will help in identifying anti-social elements as well and give an opportunity for correction.

A civil servant should take a broad based approach while making a decision. It should ~~take~~ promote the interests of all stakeholders while ensuring future growth.

9/20

Mention tangible items in conclusion. Eg - Smart Cities Mission, Dharavi Redevelopment Project as a best practice, PM Kaushal Yojana, etc





9. In a state where the sale and consumption of alcohol was recently prohibited, bootlegging has become very common and country-made liquor is finding its way to the people easily. Not only is this in violation of the law, it also causes fatal medical complications. Already, over a dozen people have died after consuming spurious liquor.

A local Minister has called a press conference in his constituency to assure the people that the government is taking all possible measures to ensure a clampdown on bootlegging. During the interaction with the media, a few journalists ask the Minister some tough questions and claim that this indicates the failure of the state machinery.

The flustered Minister responds by pinning the blame on the concerned Superintendent of Police, who is sharing the platform with him. He publicly rebukes the S.P. for not being able to control the menace and even claims that the police are hand-in-glove with the bootleggers. In these circumstances, what should the S.P. do? Some options are given below:

- (a) Challenge the Minister's allegations with facts regarding the number of arrests made in this connection, the number of illicit manufacturing facilities closed, etc.
- (b) Do not dignify the Minister's remarks with a reply and quietly leave the press conference.
- (c) Counter-question the Minister by asking him what he himself has done to curb this menace.
- (d) Evaluate the merits and demerits of these options. Also, state what your advice to the S.P. in this matter would be.

The above situation shows instance of how ministerial accountability can sometimes lead to bureaucratic ridicule. civil servants are ✓



accountable to the ministers and it may sometimes lead to blame games.

In the above scenario, where the minister is publicly ridiculing the SP and alleging his nexus, the following options are available to the SP. along

a) challenge Minister's allegations with facts, numbers arrested etc

Merit

- 1) Challenging minister might ensure his image remains clean
- 2) It will increase public confidence when data is presented
- 3) It shows active action on part of civil servant - not taking blame for no crime.

Demerit

- 1) Openly challenging the minister might amount to insubordination
- 2) Disclosing facts in public might compromise on efforts to reduce bootlegging - against secrecy

Is insubordination the right word? Are bureaucrats subordinate to ministers?

b) Do not dignify minister's remarks and leave quietly.

Merit

- 1) It ensures that secrecy is maintained related to case
- 2) It will avoid a public scuffle between minister and bureaucrat

Demerit

- 1) Not remarking anything might lead people to trust minister's allegations
- 2) Minister will escape responsibility by pinning it on SP.

c) Counter minister by asking about his own initiatives

Merits

- 1) SP will ensure his clean public image
- 2) It promotes the idea of ministerial accountability to citizens

Demerits

- 1) Asking ministers questions publicly amounts to insubordination
- 2) It might impact APAR score of civil servant

How is APAR Score impacted by questioning minister? Try to remain less realistic in ethics and more idealistic



5. Set up task force to tackle the issue of bootlegging  
6. Maintain possible transparency in measures taken including treatment of hospitalized cases

- d) My advise to the SP would be :
- 1) Deny the allegations without any confrontation or argument with the minister.
  - 2) Present to media the facts which are permissible regarding arrests, seizures etc
  - 3) Showcase a united stand i.e. ensure media that both bureaucracy and government are working together to curb the issue.
  - 4) Ensure that any loopholes present will be tackled immediately.

This would ensure that public trust continues on both government and bureaucracy. A rift between the two can lead to weakness in the institution. Both are part of the executive and must maintain a united front.

Temporary executive and permanent executive must work hand-in-hand for holistic development



Reasons for my advise

- 1) SP is able to deny allegations without any issue of insubordination ✓
- 2) A <sup>gap</sup> ~~crack~~ between bureaucracy and government will give anti social elements an opportunity to unravel the rift ✓
- 3) It ensures that public trust is not breached. ✓

Conclusion is missing. Reasons for advice is redundant and largely included in the advice given.

8.5/20

10. You are a police officer in Delhi, tasked with monitoring the security on a road that the Prime Minister is traveling by to the convocation function of a university. The entire area has been cordoned off for regular vehicular traffic and the PM's cavalcade is expected to arrive within moments.

At that moment, a visibly disturbed young man approaches you. He informs you that he lives in a nearby residential colony. His father has just suffered a heart attack and needs immediate medical attention. He has already called an ambulance but the ambulance itself is stuck in the traffic caused due to the cordoning-off of traffic. He pleads with you for assistance.

What are the options available to you in these circumstances? Evaluate them and suggest the course of action you would adopt.

The above case study highlights the issue faced by normal citizens during a VIP arrival. Since the movement of vehicles have been restricted for PM's travel, ambulance is stuck in traffic which can cause loss of life of the father of a young man who has witnessed a heart attack.

Ethical dilemma involved:

- 1) Security of PM vs life of nearby resident
- 2) Following orders vs showing empathy.

The various options available to me are:

Option 1 : Allow traffic release for movement of ambulance

Merit

- 1) It will save the life of the patient
- 2) It ensures compassion rather than rule violation

Demerit

- 1) It can endanger the safety of PM
- 2) It will cause havoc due to incoordinated movements with other officers handling traffic.

Just mentioning two dilemmas isn't good enough when you are mentioning dilemmas. Try mentioning at least 4-5 dilemmas

- 3. Duty vs compassion
- 4. Quick action in the golden hour
- 5. Procedure established by law vs essence of law



Option 2 : Asking the young man to wait till PM's arrival as it is a matter of national security.

Merits

- 1) Safety of head of the government is ensured.
- 2) Devotion to duty and obeying orders is extremely important for a civil servant.

Demerits

- 1) Shows elitism - life of VIP more important than ordinary resident.
- 2) Can create law and order issue if patient dies - protests, agitation etc.

Option 3 : Coordinating with the PM's vehicle and taking action accordingly.

Merit

- 1) If PM's vehicle is far, then vehicular movement can be allowed saving patient's life.

Demerit

- 1) Uncertainty over action - may lead to delay in coordination.

2) If vehicle is near,  
a few minutes wait  
will ensure PM safety

2) It can lead to  
loss of patient's  
life if delay  
occurs

In the above situation, I will  
choose the following course of action

- 1) Coordinate with PM's vehicle  
to assess the distance.
- 2) Conduct a quick SWOT analysis  
— understand implications
- 3) Allow vehicular movement so  
that ambulance crosses — after  
that traffic can be controlled  
again.
- 4) Ensure further movement of  
ambulance by coordinating with  
other officers stationed nearby.
- 5) If PM's vehicle is about to  
reach, see whether any other

What  
opportunities can  
be found here?  
How is SWOT  
relevant here?

ambulance is available that can reach the patient quickly.

6) If not, allow traffic release only till passing of the ambulance and halt it again.

Reasons

1) Public service is the goal of a civil servant - saving life of patients during golden hour is imperative

2) Higher authorities are also promoting welfare of people - they will understand the dire situation

It is imperative to balance the security of VIP along with welfare of people. The ultimate goal is public service and working towards it is the agenda.

Ensuring proper medical treatment of the patient can be included in action, which shows going above and beyond for public welfare

9/20



11. Miss Y is a dedicated employee in a government office working as a supervisor. She supervises a very significant and vast infrastructure project. The project concerns building a bridge over a river that would connect a major rural area with the nearby towns and cities. It is a prestigious project launched by the government and has been marked as the government's flagship project. The date of inauguration has also been declared. The project has brought a lot of positivity and faith among the people towards the credibility of the government and concerned administration bodies involved in the project. Just a fortnight prior to the inauguration of the bridge, she discovers that the materials used in the construction of the bridge is of inferior quality than stated at the time of award of the contract. The bridge may not be able to bear the load of the traffic that would be crossing it on a regular and continuous basis. The region often sees trucks being overloaded with materials, and it is likely that overloaded trucks may harm the bridge's structural security. The inauguration cannot be cancelled nor can be postponed due to obvious reasons. But the inauguration and the subsequent usage of the bridge signal an impending danger: the collapse of the bridge.

- (a) What are the ethical and administrative issues involved in the above case?
- (b) What options are available to Miss Y. Evaluate each of these options and suggest the course of action, you would adopt, giving suitable reasons.
- (c) As a Civil Servant, what would you suggest to avoid such situations?

The above situation highlights a major issue faced in government-project completion out of low quality.

a) Ethical and administrative issues  
involved:

↳ Ethical

- 1) Safety of citizens: collapse of bridge can cause serious harm.
- 2) Corruption: low quality material used.
- 3) Trust deficit between citizens and government - loss of credibility if inauguration postponed.

Administrative issues:

- 1) If any damage occurs, government will be blamed - loss of institutional credibility
- 2) Not taking action shows lack of accountability towards citizens.

Public welfare vs fear  
of institutional  
reprimanding

Short-term gains  
vs long-term  
safety



b) Options available to Ms Y

1) Option 1: continue inauguration to ensure government prestige

Merit

- 1) Credibility of the government is protected.
- 2) Ms Y does not face any scrutiny.

Demerit

- 1) collapse may lead to loss of lives in future
- 2) Shows momentary victory over long term loss

2) Option 2: Inform media anonymously thereby escaping direct responsibility

Merit

- 1) Ms Y or government is not blamed directly and lives are saved
- 2) It will give them more time to take action for future use.

Demerit

- 1) Shows lack of spine - not taking responsibility for action
- 2) Against conscientiousness of an officer.

Against Civil Services Rules to leak confidential information



3) Option 3: Inform the minister of the situation, postpone the inauguration till complete scrutiny of the issue

### Merit

1) It will ensure that lives of citizens are not endangered

2) It shows accountability and responsibility on part of government thereby enhancing credibility

### Demerit

1) It will lead to temporary criticism of the government.

~~Reason~~ Ms Y should follow option 3 for the following reasons:

1) Safety of citizens is of utmost priority

2) Shows conscientiousness on part of Ms Y — devotion to duty of welfare of people



3) Will save the government from further embarrassment.

My action to prevent such issues:

- 1) Quality analysis before purchasing raw material
- 2) Periodic inspections of site and materials purchased
- 3) Digitization of transactions to ensure no corruption.
- 4) Taking action against corrupt individuals.

Conclusion is missing

10/20

12. A corporation wants to set up a pharmaceutical factory in a rural area. Once established, the factory will generate employment and business opportunities for the region. However, establishing the factory will require the State to acquire public land and transfer its ownership to the company.

The people in the region are excited about this project, sensing untold opportunities. They know that they will receive fair compensation for their land and get jobs in this factory.

You are a local journalist and are apprehensive that most people will squander the money they receive from the sale of land very soon. Moreover, the factory will require skilled labour but most of the people here have no such skill sets. Most importantly, you feel that the company may soon dominate and pollute the natural resources of the region such as waterbodies, open spaces, parks, etc.

How will you ensure that development does not turn into exploitation? Enumerate the agencies you would approach and the suggestions you would make to each of them.

### Synopsis of the case

- 1) I am a journalist.
- 2) A pharmaceutical company is being opened in a rural area which will generate employment.
- 3) Issues like lack of skilled labour, pollution etc however will arise.
- 4) I face the challenge of highlighting the issue and providing suggestions.



While the pharmaceutical company will generate employment, it will also bring to the table many issues.

As a journalist it is my duty to inform the public and media of the possible implications.

In order to ensure that the development does not turn into exploitation, I will consult the following agencies with the above suggestions. ✓

1) Civil Society / NGOs

- a) Make them aware of the demand of skilled labour for the company
- b) ~~Ask~~ Request them to help in skill upgradation of the employees
- c) Request them to mobilise

their ground network to ensure that people do not waste money received for land on conspicuous consumption like alcohol etc.

## 2) Police officers

a) Request them to ensure that illegal activities that may arise due to money flow be curbed eg: illegal liquor etc.

b) Ask them to ensure that no code is violated in white construction.

## 3) Government agency

a) Request the government to conduct a Social Impact Assessment before giving permission for set up of corporation.



b) Ask them to ensure that pollution is dealt with adequately. eg: presence of scrubbers, filters etc before waste discharge.

4) Corporation :

a) Request the corporation to ensure transparency in working - eg: urging them to align integrity pact with government.

b) Requesting them to ensure social security benefits for the employees so that money earned is not wasted eg: e SOP.

c) Requesting collaboration between government, corporation and civil society for skill upgradation to meet demands of industry

d) Ensuring that CSR contribution



is utilised according to needs of the people.

Residents of the area:

- a) Making them aware of the opportunities and implications the industry might have
- b) Urge them to form STGs and unions with help of state in order to meet their demands.

As a journalist, your work is not limited to aligning with different agencies. Mention a few aspects of how you would ensure that development does not turn into exploitation?

Eg - conduct detailed analysis with probabilities assigned to different scenarios, recurrently highlight similar exploitation cases through the local newspaper

A multistakeholder approach and consultation based mechanism can ensure that such opportunities are utilised effectively and do not become exploitative. It can and should promote ethical capitalism.

7.5/20