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Question No. प्रश्न संख्या

Q19

Public service involves delivering public good based on usage of public resources. It involves upholding a complex of constitution, laws and ethics.

Among the 3 primacy must be given to:

1) constitution: It reflects constitutional morality and will of people. As held by preamble it is based on principles of Justice, Equality, Liberty, freedom and fraternity

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which is impt for public welfare

(eg) BR Ambedkar in Const. assembly called for "constitution to be the guiding light"

2) Ethics must take 2nd primacy as it helps in correct interpretation of laws and tells us if laws are out dated. "A man without ethics is a beast" - Albert camus and "Ethics begin where law ends"

(eg) Race laws were legal but unethical

3) Laws represent the sovereign hence it is important to uphold rule of law to ensure order

(eg) At the good of india has a moral backdrop of social justice

Above all a public servant must use his conscience to ensure balance of all the 3.

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b

Integrity means sticking to core values in all circumstances and being truthfull to one self.

integrity based civil disobedience implies

1) Civil disobedience to uphold greater values (eg) Bose resigned to join civil services to join non cooperation movement

2) Speaking against own interest to uphold larger interest of society

(eg) whistle blowing on own company polluting environment

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3) facing consequences oneself to uphold constitutional morality and rule of law (eg) Sanjeev chaturvedi in Aims scam.

Challenge to personal integrity as justifiable Cause for disobedience?

Yes 1) Personal integrity is often the voice of honesty when public voice may be corrupted / unethical due to herd mentality (eg) refusing to accept an unjust order by senior.

NO → (1) Can lead to civil service adventurism

↳ (2) reduced public trust in service

↳ (3) reduce efficiency of office

↳ (4) used for personal promotion

Above all one must remember "If you have integrity nothing else matters, If you dont have integrity nothing else matters"

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Q2-19

According to the idea of emotional intelligence man is driven by emotions in his personal and professional life both.

Primary emotions impacting workplace productivity

Negatively

1) Anger: it reduces objectivity and ability to take unbaised and fair decisions. (eg) an passport officer in UP recently ~~breaking~~ berating an interfaith couple showed lack of adherence to rule of law

2) Crab mentality implies putting others

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down (eg) boss with class mentality will never appreciate his juniors and hence cause low morale.

3) Lack of team spirit → will break group cohesion

Positive emotions

1) understanding, empathy & compassion to understand viewpoint of others and create positive work culture.

2) Displaying emotional intelligence leading to innovation and solving of conflict situations

3) other positive emotions include self-esteem, integrity, transparency etc all of which lead to better productivity

way forward → (1) Training of workers in emotional intelligence

(2) promoting work life balance

(3) yoga, meditation etc

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Q.26

According to Albert Camus "a man without ethics is like a beast let loose on world". This shows the importance of ethical agency.

What does ethical agency ensure

1) Low corruption, nepotism or discrimination in public office.

2) correct use of public funds for public welfare

3) promoting social cohesion (eg) unethical judicial will promote Communal riots.

4) upholding values of integrity, honesty transparency etc Cannot be done without ethical agency.

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3) Increased public trust and morale in administration

More impt- than technical/social?

Yes (1) A technically proficient person who is unethical can do a lot of harm (eg) cyber attacks

(2) social efficacy can be easily trained, ethical efficacy lies in character and is difficult to model.

NO (1) An ethical person without technical/social efficacy may not be of much use to administration (eg) A child

(2) Such a person may not be able to catch unethical behaviour (eg) ethical hacker needs to be technically proficient

way forward → (1) Primary impt. must be given to ethical competence

→ (2) Training to increase social and technical competence.

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Q 39

~~The above~~

The above quote by Gandhiji highlights the importance of organic unity between personal & professional life. As aristotle said "state is individual writ large"

Personal ethics impact professional life

i) A person displays the same traits in public life that he does in personal life (eg) A politician practising caste discrimination ~~is~~ is less likely to move against it in public life.

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2) A person not having transparency in personal finances (black money) will be reluctant to ban black money in public life due to conflict of interest.

However it may not be true

1) Because of public face a person may uphold public service values
2) Investigating into personal life may be a violation of privacy
3) Idea of spheres of justice says each sphere has its own values and it is not necessary to link them

way forward

① → Promoting probity in public life

② man is an organic whole and must be judged as such

③ Upholding highest standards in public & private life is mark of integrity

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36

Goodness refers to the ability of a person to distinguish between correct and incorrect pathways.

Internal imperative

1) It comes from internalization of values like justice, empathy, compassion and so on.

2) This ensure we uphold goodness even when no one is watching (integrity) eg Gandhiji linked good new to voice of conscience.

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Sanction of moral rules

1) This links goodness to external control factor.

2) What is good may change as rules change (eg) electoral bond is considered "moral"

expected consequence

1) This makes ethical behaviour dependent on rewards / punishment and hence reduces it to calculus of greatest good ~~A~~ greatest number

Arguments → for most people moral rules and expected outcomes are impt for good behaviour.

In the long run a blend of all 3 allows for good behaviour but internal imperatives must form the base.

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Q10)

The above quote highlights the importance of tolerance. It allows for peace of mind and comes from strength of heart.

Contemporary relevance

1) In political sphere tolerance leads to democratic spirit in a nation (eg) rise of illiberal democracies shows lack of tolerance.

2) It implies a company will tolerate competition and not use unethical means to create monopoly.

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3] Xenophobia on rise presently is due lack of tolerance

4] Trolling on social media is due to lack of tolerance and appreciation for view point of others.

5] Even wars happen due to lack of tolerance (eg) Russia-Ukraine wars due to lack of tolerance for each other

Tolerance is it doesn't imply tolerating negative values (eg) patriarchy, communalism casteism etc

To promote tolerance we must allow freedom of speech, empathy, compassion and emotional intelligence.

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4(3)

The above quote highlights the importance of dedicating oneself to public service and then to improving oneself.

Contemporary relevance

1) In present times a civil servant or political must put his energies in social service. Attending to own needs must come secondary and even that should be in positive terms.

2) Similarly a company must first

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think about the consequences of its products (eg promoting consumerism or environment destruction) and then about own profits.

3) In IR nations must think about global values of peace and justice first and then about national interests

4) In society we must promote ethics of care and compassion and own self interest must come last

However one own salvation may lie in duty to serve society (Vivekananda) and hence such dichotomy may not be possible or desirable

As Condoleezza Rice said, "there is no greater challenge or greater respect than to be in public service"

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4(c)

The above quotation highlights two various aspects of periods of peace:

(1) Periods of peace are few.

(2) Since they are empty we can write what we want in them and that will determine the future.

In present context it means

(1) Responsibility of nations to ensure peace (eg) in recent ukraine crisis

(2) Politicians have moral imperative to ensure we have more of such types in history books

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(3) At a personal level we must live in peace with others and give up negative values & anger and intolerance

(4) We must live at peace with environment to ensure such hopes remain white.

However → Peace is a relative term and depends on who defines it (Eg) "cold war" actually had hot war in 3rd world

↳ Absence of war may not be peace

(Eg) neo colonialism

way forward → (1) Peace and progress to be the highest ideal & human race

(2) We need to develop institutes and attitudes for more peace.

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Civil services cannot deliver public good in long term unless they are guided by a basic set of values.

moral and non moral values

(1) moral values have an element of judgment and reflect basic human ethics (eg) empathy, tolerance, compassion, justice etc.

(2) Non moral values are broader in scope and hence dont necessarily involve judgments (eg) objectivity, punctuality, etc.

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5 basic moral values across all department

(1) selflessness : it implies always putting public interest above personal interest. It leads to no corruption & embezzlement (eg) Adarsh scheme

(2) integrity : it implies a civil servant keeps to a set of values irrespective of pressure or temptations (eg) AIS Jalan

(3) openness : civil servant promotes transparency and accountability to reduce abuse of power.

(4) leadership : a civil servant leads by example and actually displays these values in ~~factors~~ own life (eg) Vishwanathan

(5) compassion : to ensure civil servant follows the spirit of law, not just letter of law.

Recently launched mission karmayogi can help in these values,

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Q.14

Civic engagement needs an active citizenry with a sense of constitutional duty and social responsibility to uphold ethics in govt.

Citizen engagement and ethics driven govt:

(1) Citizen engagement keeps administration on their toes to ensure transparency and accountability.

(2) Governance is demand driven and get the governance they demand.
(eg) Nordic countries has high public involvement in govt.

(3) It changes the whole culture in govt with focus on citizen satisfaction.

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(4) It can highlight ethical lapses like corruption, leakage, misuse of funds etc.

Mechanisms for ensuring ethics in Govt

(1) RTI → 'Sunshine law' to ensure no data autocracy.

(2) Citizens charter → to hold admin accountable for promises.

(3) Elections → to elect ethical people to public office

(4) Media → to question the govt → 4th pillar

(5) Pressure groups → to represent all voices

(6) Gram Sabha → for direct accountability
Social audit

Problem
(1) Overdone lead to policy paralysis
(2) Genuine mistakes shouldn't be punished

This civic engagement can turn Swaraj into Suraj (Good governance).

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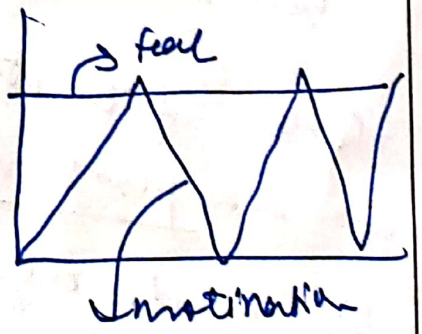
Public administration involves motivating people in which often carrot and stick approach is used.

Mixing force with persuasion – good idea?

(1) "Covenants without sword are nothing but covenants" – Hobbes → without fear of punishment no one will follow rules. (eg) ~~Covid lockdown~~ needed fear of police also

(2) force acts as complimentary to motivation (eg) in bihar fear of fund by police motivated people to send girls to school.

(3) motivation may not last, but fear is constant



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(4) According to Yew Leam Lee Asian values need an element of fear

(eg) bulldozer fierce is needed for law and order.

However - issues

1) It doesn't lead to internalization of values which is apt for success of programs (eg) people not using SBM toilets that were constructed out of fear of admin action

2) It creates distress between people and admin.

3) over time people become immune to fear and more and more fear is to be used (eg) Tobacco covers weighing on cigarette packs → size to be increased for it to be effective.

Hence for long term motivation must be the prime value and fear must be used only in little doses.

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According to Joseph Nye in towards world hard power alone is not enough, need is for soft power also.

Issues of hard power

(1) In a world of complex interdependence hard power has limited role eg USA had to withdraw from Af.

(2) TNCs, Non state actors etc can operate from any territory limiting the use of hard power

But will only armed steps be repeated

NO

I) International sphere is "law of

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single" (eg) USA is the superpower due to its military power.

(2) soft power may be limited to people and may not have company

(eg) despite indias soft power in Afghanistan, its role has been reduced

(3) to deliver on ethical promises (eg) vaccine, disaster management → financial power is needed.

Hence need is

(1) merger of hard and soft power for smart power

(2) cooperation & reducing necessity of use of hard power

(3) promoting Gandhian values of Sarvodaya in IR.

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07

The above case study involves the conflicting interests of various stakeholders like Municipal Corporation, residents of city, village people, small scale industry, slum dwellers and sidewalk dwellers

(1) Value conflicts involved

(1) objectivity of removing dwellers vs compassion towards their plight

(2) Rule of law vs crisis of conscience in driving people

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out of homes.

(3) Keyesting social justice and right to employment vs right of city dwellers to use side walks.

(4) Constitutional morality of Justice & Gandhiji's talisman vs civil servie conduct rules & following orders.

(5) In rare circumstances an admin. can compromise value of impartiality for empathy if it leads to greater public good, has no personal benefit and is informed by integrity, accountability and voice of conscience (eg) giving food to a hungry person without aadhar linkage

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c) options available

1) Go ahead with delhi

Merit

① Sidewalks cleared

② upholds majesty of law

③ precedent for future

Demerit

① no long term solution

② people will lose faith

③ strains facilities of employ

2) Stop the delhi temporarily to find lasting solutions

Merit

① Can look for sustainable solutions for all stake holders

② In line with ideals of Justice

Demerit

① encroachment continues

② moral hazard of encouraging more migrants.

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(d) Tackling illegal slums

(1) Municipal corporation and state govt. to develop low cost housing

(2) industry to provide residence as part of CSR

(3) promoting automation to keep labour at optimum level.

(4) increased salary of workers ~~to~~ so that they can move out of slums

(5) Participation of local body like municipality to solve issues at local level.

In the long run better urban planning, decentralised development and proactive governance can help in these issues.

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Q:

OR

Recently govt has passed the data protection bill which lays emphasis of data privacy and data ownership.

The above case involves issues of public welfare, fraud and role of data

Issues involved in above case

1) Lack of ethics and integrity among people who are missing a crucial scheme
2) welfare fraud can possibly bring bad name to all welfare schemes and violate welfare nature of govt. machinary.

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3) Reduced efficiency of the scheme due to fraud.

4) Lack of professional integrity in officer who are complicit in fraud, possible bribery also.

5) Issue of data ownership and privacy.

(5) Data privacy violation justified to prevent fraud?

Yes

(1) intention is not to violate privacy but to stop fraud.

(2) Unethical not to use a tool to stop fraud when we can

(3) In line with puttaswamy judgement of proportionality.

(4) Greater common good is served & end justifies the means.

(5) Doesn't violate rule of conscience

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NO

① creates a moral hazard of misuse as it can be used for wrong purposes tomorrow.

(c) Reason for such welfare frauds

① lack of ethical training among officials who misuse loopholes.
② wrong value development, attitudes and socialization among people who dont see it as unethical.
③ lack of administrative acumen to predict and detect such frauds.
④ economic compulsions (eg) poverty
⑤ Illiteracy and lack of awareness of legal consequences
⑥ "Sanskritization of corruption" ⇒ feeling that everyone is doing it so it is normal.

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d) **ways and means to prevent:**

(1) use of data and AI to detect such frauds (eg) IRS using ML to detect tax evasion

(2) Training official in ethical and legal consequences of such actions.

(3) Raising awareness among common people about the need for correct taxpaying & such schemes.

(4) social conformity pressure (eg) public listing of names of PMJAY beneficiaries

(5) Nudge economics (eg) use of default option of opt out.

Thus in the long run both legal and ethical aspects can be used to stop such frauds.

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Qa

The above Case study involves claims of various contenders such as dept of mines, private contractors, Biodiversity and environment, EIA firm and possibly even local people.

(a) Issues and value violations noticed

(1) Tenders allocated at breakneck speed implies violation of norms, stakeholder consultations and possibly rule of law.

(2) Lack of professional integrity with the firm that cooked up EIA report.

(3) Lack of integrity with HOA and

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not following constitutional morality

(4) focus on revenue target and pressure from ministry shows lack of holistic approach and no professionalism.

(5) Violation of environmental justice -

b+c options along with merit- demerit

(1) Go ahead with project

Merit

(1) Dept. meets revenue target → duty towards work met

(2) no issue with govt

(3) can create jobs and investment climate

demerit

(1) shows lack of spirit and courage

(2) in future an inquiry can implicate me also → ethical egoism violated

(3) will lead to environmental disaster.

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(c) Refuse to go ahead, leave the study report to media, write to seniors

Merit	Demerit
(1) Voice of conscience is salvaged	(1) Report may be ignored by media & seniors if they are complicit
(2) environmental Justice is upheld	(2) Can lead to personal cost (eg) Job loss
(3) sticking to larger ethical values of honesty, prestige	(3) Hurt investment climate
(4) will set a precedent for future	

(d) environment concerns overrated at cost of development?

Environment cost are a part of Sustainable development. In the long run there can be no development without due and fair consideration

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to environment. This implies balance between environment & development concerns.

eg Green revolution areas are now seeing issues of loss of soil fertility as environment concerns were ignored & proper and ethical EIA is a must.

In the long run we must shift to ideas like green GDP, ecological fiscal transfer and legal rights to environment.

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Q10

The above case study involves the complexity of ethics in international relations where conflict often arises between national interest and basic human values.

(a) ethical issues involved

(1) Promoting national interest and power of own nation as power is the ethics of IR as per Kautalya.

(2) Business ethics of good deal vs violation of human rights

(3) Military Junta can kill innocent people using our weapons. We cannot escape moral responsibility in such

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Case:

(4) Sensitive tech can be used by military junta to developed even more weapons and lead to arms race in Region.

(5) Corporate ~~ethics~~ business to consider international ethics.

Yes (1) no entity be it a business or a human can be held free of ethical deliberations

(2) in the long run good ethics ~~ethics~~ leads to good business by building trust for the company.

(3) Commerce without morality is a sin of Gandhiji

(4) Banality of evil (eg) Americans selling arms to Saddam were used against Kurd minority

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(c) CSR beyond national borders ?

Yes (1) "Human race is one and nations have been created only for convenience" - Tagore

(2) Without this consideration a Corporate can unknowingly become enabler of crimes like genocide (eg) role of Shell in funding nigerian civil.

(3) such things led to EIC turn into colonial rulers

NO → ethics of Corporate life is profit making and accountability to share holders.

(d) Defence sector to be regulated ?

Yes (1) Such sensitive technology has ethical aspects also as it can be used to oppress innocent people.

(2) without regulation 'military-industrial complex' can emerge leading to 'war profiteering'.

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↳ (3) It can lead to 'wars being invented to support businesses"

(eg) Defence sector of USA called for illegal war in Iraq.

In the long run human dignity and human unity must be the guiding factors.

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Q1)

The above case involves various stakeholders like Mr Sharma, pharma Company, governments, private sector, Sales agents, officials of govt department CEO of the company, public hospital

(a) ethical and business issues

(1) lack of ethics and morality of selling products at higher price.

(2) lack of ethical wealth creation and violation of trust by 3 agents.

(3) ethical egoism of company → doesn't want to get black listed due to misdeeds of its agents

(4) loss of money to exchequer, waste of public money.

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(5) If 3 aren't punished → other sales agents may also resort to same.

(6) Poor people in govt hospitals possibly having to pay more

(7) Voice of conscience of ma shauna causing moral distress.

(8) Lack of professional integrity in govt officials

(b) options available

(1) Quitely fire the 3 unethical agents → sets precedent
→ but loss already happened

(2) inform government → may be blacklisted
→ loss of job for other agents
→ may earn public trust for honesty

(3) Ask 3 agents to reimburse the dept for illegal payments or they will be fired.

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(c) "If you want to test a mans character, give him power" - Lincoln.

(1) Every sales person was given freedom ⇒ only few did illegal activity ⇒ shows corrupt nature led to problem

(2) Even if freedom wasnt given they would still do unethical activity as they showed lack of intensity / uprightness and moral judgements

(*) ethical mechanism

(1) ethical workshop and training for workers.

(2) ~~etc~~ Exemplary punishment to set a precedent for future.

(3) Recruiting people with ethical temperament not just technical.

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(4) Rewarding promoting and supporting ethical behaviours.

(5) Technology and data solutions to catch any misdeeds. (eg) monitoring bank accounts.

(6) Signing integrity pacts with companies.

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Q 12-

The above case study involves issues of various competing stakeholders like Girl child, Rajmi and her NGO, law enforcement agency, informants, local leaders, management and union members.

(a) issues involved in above case

(1) Issue of child marriage where a girl is not physically or mentally ready to bear responsibility.

(2) local law enforcement not able to alone stop child marriage → Violation of rule of law.

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(3) lack of constitutional morality in local leader.

(4) Regressive mindset of workers

(5) lack of moral courage in the management

(6) need for harmonious industrial relations as poverty is also a concern.

(5) what should Rashmi do?

(1) Stakeholder Consultation (eg) take to workers union to motivate them.

(2) Repeated reinforcement (eg) approaching the union every day.

(3) Motivation techniques like Carrot approach (eg) asking management to reward workers who join NGO classes.

(4) involving local administration

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will also be helpful as it will lead to Rule of law and safety & security. They can also help with various govt schemes and threaten action against people involved in child marriage.

(c) Companies have responsibility for social problems

Yes

(1) no entity - whether human or company - can be excused from ethical deliberation.

(2) They are using local resources hence cannot keep aloof of CSR.

(3) in line with broader values of justice, professionalism and ideas of holistic all

(a) Aggressive reactions of workers could be due to

(1) they feel their cultural values are threatened

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2) They may be instigated by moral
3) lack of literacy and moral deliberation along with socialization

To handle workers

1) show emotional intelligence to understand their cultural setting.
2) gradual change with stakeholder consultation
3) involvement of elders and reinterpretation of local customs.

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