

(For filling by Examiners only)

Evaluator Code :

Q.No	Pg No.	Maximum Marks	Marks	Total
1	1			
2	3			
3	5			
4	7			
5	9			
6	11			
7	13			
8	15			
9	17			
10	19			
11	21			
12	24			
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14	30			
15	33			
16	36			
17	39			
18	42			
19	45			
20	48			
Grand Total				

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MACRO COMMENTS



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1(2)

Public services are foundationed on ensuring public trust by adherence to principles of ethical governance.

Public service also morally principled action

i) It helps in bringing sense of devotion and true determination. Eg- Armstrong efforts by using crowdfund to build road

ii) It helps in balancing objectivity with compassion like Prashant Naur acting as 'collector bro'

iii) Public service with morals promote probity in governance with integrity and micro accountability

iv) Moral action ensures cognitive consonance to act despite adversity like frontline workers during Covid-19.

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According to me, ethical principles holds primacy because:-

- i) It enlarges the loyalty to constitution by bringing micro-accountability in action like Satyendra Dubey exposing corruption despite knowing stakes.
- ii) It helps in ensuring commitment to laws with sense of responsibility and integrity like Ashok Khemka serving despite frequent transfers
- iii) It helps in prevention of misutilization of public funds by having sense of discipline and right spirit

Thus as civil servants having ethical orientation ensures true duty fulfillment.

1(6)

Integrity refers to highest ethical principle based on honesty, consistency and self accountability in action.

Integrity based Civil disobedience

- i) It ensures ethical conduct while standing against the laws like Gandhi Ji through peaceful Dandi March against salt tax.
- ii) It helps in ensuring protest with right conduct like Nay Foundation for the rights of LGBTQ+ and ending section 377.
- iii) It empowers the active participants to achieve righteousness by challenging wrongful act.
- iv) It is based with values like non-violence, commitment and right spirit.

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No, the challenge to personal integrity can't be justifiable cause because:-

- i) In case of Snowden, it was clearly established that civil servants have to keep duty at paramount and defend sovereignty by securing state secrets.
 - ii) The need to act in alliance to code and rule of law despite crisis of conscience like Durga Shakti Nagpal putting her professional integrity against mafia.
 - iii) It ensures achieving public trust through responsible act and follow proper code of conduct.
 - iv) It helps to prioritize public service based on objectivity over personal motivation.
- Thus professional integrity holds the key.

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2 (a) Emotions are bodily arousals that impacts one's action affectivity and orientation towards the subject.

Emotion impact personal lives

i) The emotion of happiness makes one cheerful and capable to handle adversity

ii) The emotion of caring towards elders and empathy towards needy, help in ensuring humanly conduct

Impact on professional lives

i) Emotion of trust helps in achieving satisfaction, devotion and dedication to work

ii) Emotion of calmness is managing situation heuristically and with wider consultation

iii) Emotion of appreciation helps in

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making one thankful and acceptable
at work culture

Positive emotion at workplace productivity:-

i) The emotion of interest improves productivity
by active contribution by actor with
full determination

ii) Emotion of optimism highlights leadership
and motivation by positive approach

Negative emotion

i) The emotion of apathy makes the worker
just mere actor without orientation
of progress and growth

ii) The emotion of sadness creates sense of
hopelessness and restricts potential to
push outside comfort

Thus positive emotions makes work
place conducive for harnessing growth.

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2(b) Efficiency is the measure of capacity to utilize the existing resources to best of its capabilities.

Technical efficiency :-

i) Tools like e-NAM help in better resource distribution in field of agriculture.

ii) It helps to minimize scope of distortion in fund transfer like Direct bank transfer

Social efficiency

i) Amartya Sen's Capability approach seeks efficiency through social capital to achieve demographic dividend

ii) It promotes reaching to last mile to reduce social inequality and marginalization

Ethical efficiency

i) It holds broader connotation to achieve efficiency with ethical responsibility.

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11) It helps in ensuring achievement of other efficiency in desired direction like technology efficiency towards right utilization of technology like nuclear energy for power generation.

Ethical efficiency most important :-

1) It helps in ensuring morally utilization of resource like affirmative action for disadvantaged section.

11) It helps in achieving wider goal of responsibility rather mere growth and hence principle of inclusivity

111) It ensures judging other efficiency in wider spectrum to prevent misutilization like using nuclear tech for making bombs
Thus ethical efficiency is true measure of potential.

3(a) Gandhi Ji believed in categorical imperative that there is no wrong means to achieve desired ends and hence emphasized on virtue based action.

Individual ethics impact professional life

- i) It helps in shaping one's orientation in professional sphere like person with compassion, will ensure right attitude in both sphere.
- ii) Individual ethics drives one's character in professional sector, hence Ikigai talks on inner happiness to create positive surrounding.
- iii) Gandhi Ji's ethics of non-violence percolated to professional life when he withdrawn Non-cooperation due Chauri Chaura.

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iv) Individual mindset shapes his professional conduct, like Civil servant with sense of serving public, will else true allegiance to his responsibility despite challenges

v) It reduces the situation of crisis of conscience or cognitive dissonance by ensuring commitment to right principles and beliefs.

Way forward

i) Thus treating in continuity helps individual to balance work with personal responsibility

ii) It promotes ethical conduct, without differentiating amongst roles.

Hence right conduct and morals make one acceptable in all fields.

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3(b)

Goodness is the measure of individual's capacity to follow the path of righteousness and upholding morals in conduct.

Goodness : internal imperative :-

- i) The true driving force is internalization of right morals like Mother Teresa serving even in her adulthood for society.
- ii) It ensures consonance to right character and managing locus of self-control like T.N. Seshan to uphold the public trust in election process.
- iii) It ensures following conscience to do right despite circumstances like doctors serving during Covid-19.
- iv) Lord Buddha stated goodness comes when 'one is free from desire' and follow madhyamika marga.

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Not limited by moral rules or rewards

i) It helps to act despite impacting avenue of reward like Vinod Rai, as CAG to surface 2G scam

ii) Goodness is not consequence driven but extract desired consequence by right conduct

Eg:- Krishna's idea of Nishkama Karma as true goodness

iii) It prevent compromising morals due to some sanctions like Malala Yousafzai for women's right against Taliban

iv) It helps in spreading goodness, rather than getting bounded.

Thus having goodness in action is desirable to sustain humanity.

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- 4(a) Toleration refers to potential to accommodate diversity, without getting affected and also at the same time, fulfillment of self-identity.
To tolerate, is purely act of mind
- i) The differentiations are generally constructed like gender is social construct to legitimize intolerance against LGBTQ+ according to Kimberley Gernshaw.
- ii) The intolerance emergence due subjective realization of constructed reality like spread of islamophobia is ~~due~~ ^{due} shaping mind on religious consciousness.
- True essence of virtue :-
- i) Every virtue stream from own's mind to accept like caring others in need
- ii) True virtues are based on cognitive

acceptance to uphold it in one's action

To tolerate is a strength :-

- i) Toleration helps in becoming accomodative to percieved differences, which is expected by livel servant in objective working
- ii) It doesn't lead to mere acceptance but also to have own's point of view, which make us Incredible India.
- iii) It helps in promoting emotional intelligence by self-regulation and empathy towards others
- iv) It gives sense of courage and perseverence to advocate brotherhood.

Thus tolerance is important virtue to perisistently act in desired way.

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4(b) It is believed that the real reason for survival of human civilization is the fact to act in self-less manner and advocate social responsibility.

First duty to serve society :-

i) It helps in achieving principles of sustainable development by accommodating inclusivity in conduct.

ii) Recently our PM had highlighted that "duty shapes rights" and thus duty to serve society helps achieving minimum government, maximum governance.

iii) It helps individual to give up his selfish desire like Swami Vivekananda through Ramakrishna mission.

iv) It protects social fabric and prevents development of issues like stereotyping and ostracization.

It leads to salvation of our souls :-

- i) It promotes sense of self-satisfaction and responsible person, advocated in LIFE Campaign towards climate change.
- ii) It helps in reaching to disprivileged section and providing equal opportunities to them like Kaulash Satyarthi Bachpan Bachao andolan.
- iii) Lord Buddha stated true salvation lies by giving up desires and doing duty with passion and commitment.
- iv) It helps one to feel the real meaning of his life and thus make him joyous and happy through his course.

Thus duty to society is the real essence of humanity.

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4(c)

Peace refers to situation of calmness and state of bliss in society with sense of equality, liberty and fraternity.

Period of peace - empty in history

i) The true nature of society is based on contradiction and changes like Marx identified with conflict in modes of production

ii) Oxfam report, "inequality kills" stated that peace can't be achieved until social equality is achieved.

iii) The constant-sum nature, where one's gain is other's loss like cause of world war for political might.

iv) "The idea of peace is illusion" because for peace there is no room for wrong or bad.

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However peace has broader manifestation

i) "For one's peace, is other man war" like having colonial control is peace for West but struggle for independence, for colonies.

ii) The understanding of peace has both temporal and spatial difference like India's peace lies in Sarwa dharma sambhava while not for Pakistan due religious violence

iii) C.W. Mills stated that "history aims to account mishappening to prepare for future", thus silent on page of peace.

iv) The only constant is social change, which bound to impact peace and establish moving equilibrium.

Thus peace must be seen with broader horizon and manifestation.

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5(a) Civil services are required to be driven with values for effective functioning and ensuring public faith.

Moral values :-

- i) It accounts for values that are based on personal beliefs and preferences
- ii) It differentiate from each person like sense of caring, empathy and satisfaction.

Non-moral values :-

- i) These are broader requirements that is mandatory through code of conduct
- ii) It brings uniformity and integrity towards achieving underlying objectives
- iii) For eg:- Nolan Committee identified 7 major values for probity in governance

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5 basic moral values :-

- i) Compassion :- It helps in role based governance with ensuring emotional competency to act over excess objectivity.
- ii) Devotion :- It helps in ensuring fulfilling roles despite challenges with true commitment and right attitude.
- iii) Right spirit :- It helps in balancing opinion with service needs and thus determination to act in desired way.
- iv) Dedication :- It helps individual to work with probity and micro accountability.
- v) Honesty :- It helps to attain integrity and achieve sense of responsibility.

Thus as civil servant, these values will help in right conduct.

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5(b) Ethical governance according to
Goran Hayden is ~~border~~ aspect of good
governance by accountability of
ethical objectives in nature of operations

Citizen involvement is critical

i) It helps in true realization of grassroot
governance by identifying their needs like
Banglore Municipality citizen card to
express their views

ii) It brings in inclusivity and wider
representation to ensure no one is left behind

iii) It helps in minimizing social inequality
by streamlining services based on citizen
decisions.

Facilitate ethical administration

i) It helps in promoting greater sense
of accountability to minimize distortion

of public funds-

- ii) It helps civil servants to work with close coordination with citizen and hence sense of empathy and tolerance.
- iii) It will promote greater determination and dedication to serve with close ^{greater} support by citizen.

Mechanism to facilitate:

- i) IInd ARC stated RTI as 'silent revolution' in sense to promote transparency and thus ethical conduct.
- ii) Implementing social audits, citizen charter to closely align nature of governance.
- iii) Implementing Karmayogi mission for role based governance with ethics.

Thus ethics in administrative will promote better public service delivery.

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6(a) The social transformation process accounts for bringing changes in cognitive, affective and behavioural tendencies towards desirable social aspect.

Use of advice, counseling and persuasion:-

- i) Advice acts as first mean to correct prejudice by using cognitive approach like advising on gender equality for Beti Bachao, Beti Padhao (BBBP)
- ii) Counseling helps in changing orientation with slowly and step-based manner by accounting affective changes.
- iii) Persuasion helps in using Aristotle approach of Pathos, logos and ethos.
- iv) It accounts for social influence through using leaders like Vidya Balan for Beti Padhao.

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little mix of force is necessary :-

- i) It helps in changing approach of resistors to directly percolate change in fence sitter like acting against Khap Panchayat.
- ii) Force also account obedience of subject by rightly manage of fear to give up like Bhilwara district, ~~DA~~ state strictly telling to follow BBBP.
- iii) The force of constant advocacy like success story of Kudumbashree in implementing BBBP.
- iv) Force helps in ensuring continuity in action, giving long lasting impact to persuasion.

Thus adequate balance help in bringing social transformation.

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6(b) Thomas Hobbes stated that "true ideals of foreign policy must be based on international ethics to ensure sense of responsible nations conduct"

Importance of moral in foreign policy:-

- i) It highlights commitment of nation towards global peace like no first use policy by India
- ii) It helps in balancing national interest with responsibility like Vaccine Maitri by India for help to poor countries
- iii) It advocates to respect international conventions for just war and right conduct like Hague conventions.
- iv) It promotes true multi-lateralism like India's idea of Vasudhaiva Kutumbakam

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No, ethical strength without military and finance muscle will be respected:-

- i) The need for forces like peacekeeping to restore national peace to rebuild ethical strength.
 - ii) IPCC report clearly stated the need for finance support to small island nations to reduce vulnerability to disaster.
 - iii) Ethical strength are broader factors which aids and work in alliance to other forces like principle of equity in inclusive development.
 - iv) The global trade being largely driven by military exchange, that needs to be regulated with ethical strength.
- Thus ethics plays vital role in international affairs-

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The proliferation of problem of slums is largely connoted to issue of high urban migration, gentrification and improper urban planning to accomodate influx.

a) Value conflicts in given case :-

- i) Professional responsibility to act as required versus compassion towards slum dwellers and sidewalk
- ii) The conflict in providing short term relief to slum dwellers, versus long term impact on clearing encroachments
- iii) The economic interest of slum dwellers versus legal responsibility to remove illegal slums
- iv) Strict law implementation objectively versus persuasion to higher authority.

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b) As administrator value of impartiality is paramount and thus need to be followed in accordance to code of conduct.

However various laws and rules accomodate compassionate grounds in policy implementation that helps administrator to uphold empathy without compromising impartiality.

c) Option Available :-

- i) Follow the instruction of authorities without acting for slum dwellers
- ii) Refuting to act on grounds of compassion towards dwellers and seeking alternative from senior consultation.
- iii) Persuading authorities to look for alternatives to rehabilitate and till than allowing them to live there.

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d) As officer, I will take up option III to balance compassion and responsibility by persuading seniors for effective rehabilitation and allowing them to stay on compassionate grounds.

Short term measures

- 1) Providing basic quality amenities in slum and focus on social safety
- 2) Proper rehabilitation framework and ensuring temporary encroachment is not that it affects other trespassers.

Long term

- 1) The need to resolve agrarian distress to mitigate excessive migration.
- 2) Implementing steps like PM Awas Yojana for effective housing facility.

Thus comprehensive approach is required in such situation.

8 - The prevalence of inclusion-exclusion errors prompt department to take excessive regulation that sometimes leads to compromise on individual privacy.

a) Issues involved in case

i) The prevention of misutilization of public fund by fraud inclusion

ii) The need to implement desired welfare scheme but with public trust

iii) The issue of rectifying error on cost on data privacy

iv) Lack of effective consent mechanism to carry out data utilization

b) Violating data privacy is not justified because it clearly violates fundamental right Article 21, that accounts right to privacy.

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Further Supreme Court in Aadhar Case held that certain identities mandate can't be used as mandatory requirement.

c) Reason for such welfare fraud :-

i) The lack of stringent mechanism to identify the unintended beneficiary.

ii) ~~Public~~ The failure of adequate deliberation and consideration to minimize loopholes in policy, and timely amendment

iii) The misuse by technically smart people to manipulate with system for inclusionary gains.

iv) Lack of dedicated department with right orientation to conduct timely checks and identify loopholes.

v) The prevalence of nexus with implementing agencies and corruption.

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d) Ways and means to prevent them :-

i) The need lies in effective evaluation by authority through timely field visit and conducting survey.

ii) The prior consent mechanism of seeking information and proper cyber-security system to data protection.

iii) Learning from best practice like IT Vivad Se Vishwas of inter-department coordination and online evaluation.

iv) Minimizing human contact to break nexus and focus on e-governance tool.

v) Capping mechanism on private data to rather than gaining access but to verify at means like digi-locker.

Through this adequate balance between privacy and effective distribution be achieved.

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In the race for development on cusp of environmental compromise, it is necessary to revisit towards sustainable practices to mitigate challenges of climate change.

a) Issues and value violations :-

- i) The hurriedness in project on compromising environment concerns
- ii) Focussing on development over environment compliance through Environment Impact assessment
- iii) The professional responsibility versus personal integrity over environment factor
- iv) Focussing on short term objective of development, without taking long term consideration
- v) The political pressure to act despite element of doubt.

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b) Options available and analysis :-

i) Proceed as directed by Head

Merit :- Ensuring fulfilling professional responsibility and speed-fast implementation of project.

Demerit :- Against my personal conscience and ^{lack of} ~~true~~ fulfillment of perceived falsification in report.

ii) Not give my consent

Merit :- preventing risk of disaster and ensuring my personal integrity

Demerit :- against the head and development objective of state.

iii) Balancing by persuasion and not giving consent

Merit :- the right approach to balance situation and resolve crisis of conscience

Demerit :- It may not actually change the orientation of head.

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- c) My chosen course of action :-
- i) Persuade the head based on reports of fraudulent and environmental disaster risk.
 - ii) Based on his decision, I will in no way give consent despite written orders seeing the bigger responsibility and environment concern.
 - d) ^{No} ~~Yes~~, environment consideration overrated
 - i) Due to low perceived benefit and return compare to infrastructure development
 - ii) The systematic loopholes for vested gains of bidder and compromise on cost of environment friendly work.
 - iii) The improper evaluation through EIA for speedy process of development.
- Thus through my action, I ensured fortitude and perseverance to hold the righteousness.

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10- In international affairs, the contradiction between rational interest and responsible conduct creates room for low trust and bypassing ethical conduct.

a) Ethical issues :-

- i) The expansionist goals of ABC in cusp of irresponsible conduct.
- ii) Profit maximization for GAMA on cost of ethical dealing.
- iii) Seeking economic deals on the basis of past records of XYZ.
- iv) The government silence as new means to perpetuate wrong practice.
- v) The right of country XYZ to secure sensitive technology for its utility.

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b) Corporate business must consider international ethics because, companies have ethical responsibility (Gandhi trusteeship), the direct impact on global perception (Volvo not patent seat belt) and prospect for future business, thus long term goals versus short term benefit.

c) Yes, corporate social responsibility extends beyond border:-

- i) The meaning of philanthropy has global connotation rather national limitation.
- ii) The globalization effect whereby the impact is witnessed across the globe.
- iii) The direct consequence of business to global safety based on past records of XYZ
- iv) They are broad responsibility towards righteousness and compassionate capitalism.

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d) Defence sector companies must be treated with balanced approach:-

i) Regulation in terms of business with ^{countries} ~~companies~~ having certain past records

ii) The time bounded report sharing to authority of its manufacturing and business without economic details

iii) The culture of self-regulation on the basis of broader framework by competant authority to check the operation with sufficient room.

iv) Learning from practices like USA, whereby independent body regulates to ensure trust and compliance.

Thus Corporate responsibility is essential for ensuring ethical conduct in market condition

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11- The highly competent nature of cooperative sector, whereby sales are based on incentive pricing had become the major cause for distortionary practices.

a) Ethical and business issues involved:-

- i) Acting in fair manner versus continuing status quo due perceived issue of blacklisting
- ii) Taking action against caught employees and corrupt officials by reporting.
- iii) The need to adherence to rules of fair price over securing company's business
- iv) The corporate responsibility towards right value based work culture.

b) Options available:-

- i) Reporting the discrepancy to Government and firing these agents
- ii) Taking no action against agent and

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not reporting to secure short term benefit against blacklisting

iii) Show cause notice to these agents and asking them to report taking adequate responsibility

iv) Upholding rule of law, to act against employees and reporting the scam to Government with proper explanation.

c) Reason for corrupt practice in sales :-

i) The partial organizational culture responsibility by accounting incentive on sales and thus opening channel for misutilization

ii) The individual nature seen through trivialization of corruption as means to earn extra despite knowing consequences

iii) The highly competitive sales department and open culture leads to exploring means to maximize self profit.

d) Ethical mechanism and steps needed :-

- i) The most important role of formulating sales policy aligned to government rules and regulation
 - ii) The reforms in nature of incentives based on number of leads rather than quantum of business
 - iii) The self-declaration mechanism by sales person to bind to rules of organization with transparency and accountability
 - iv) Sensitive training modules with ethical guidelines to ensure right conduct
 - v) The effective grievance redressal cells to help employees report such lucrative deals and seeking guidance of approach
- Thus ethical consideration is company will help in creating sustainable work culture.

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12- The prevalence of menace of child marriage due to historical factors, gender discrimination and dowry factor make it as existential problem in Indian society

a) Issues involved in case

- i) Rashmi, to face huge backlash from society and trade union to resolve issue
- ii) The economic interest over social responsibility by company
- iii) The lack of support by community and antipathy by trade union to prevent her
- iv) The resentment of local leaders to ensure continuity of child marriage.
- v) Seeking work of reform as disrespect to tradition and women role.

b) Steps Rashmi should take :-

- i) Persuading company in terms of their long term benefit and getting better

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perception at larger scale by upholding corporate responsibility.

ii) As it is the matter of law, that child marriage is illegal, she must definitely involve local administration.

iii) She must secure sufficient safety for her NGO to continue advocating against child marriage.

iv) She must look to establish communication with local leaders to persuade them and promote bandwagon effect towards change.

c) Companies should accept responsibility because:-

i) In given case, it is clear that it is only company and thus have advantage to promote social change without compromising economic interest.

ii) The compassionate Capitalism will help company to get better perception at wider scale.

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11) It can positively act as agent of social change, by providing a centre for advocating against social problem.

d) Aggressive reaction by worker union :-

i) The major cause is due perception that higher dowry expense as age of girl increases

ii) The means to safe social status by adhering to orthodox norms.

iii) To legitimize gender discrimination.

Rashmi's approach :-

i) Taking up persuasive approach to communicate and telling about ills and laws against it.

ii) Highlighting importance of right age for reproductive health and benefits of girl education and incentives by government

Thus through her approach, she will show courage, persistence and true spirit towards positive cause.