



# SMARTWORK LABS IAS ACADEMY

## ETHICS TEST SERIES

Answer Writing Skill Development for  
**CIVIL SERVICES MAINS  
2023**

### ETHICS TEST SERIES - TEST 3

Name of the Candidate	SAKSHI JANUAR
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Email ID	[REDACTED]
UPSC 2023 Roll Number	4125944 Date - 05/07/23

TEST 243

**ETHICS by ATUL  
GARG**

Time Allowed – 3 Hours

Maximum Marks – 250

Table of Marks			Instructions Set		
QUESTION	MAXIMUM MARKS	MARKS OBTAINED	<p><i>Please Read each of the following instructions carefully before attempting questions:</i></p> <ul style="list-style-type: none"><li>• There are <b>TWELVE</b> questions printed in <b>ENGLISH</b>.</li><li>• <b>All</b> questions are compulsory.</li><li>• The number of marks carried by a question/part is indicated against it.</li><li>• Answers must be written in English and must be stated clearly on the cover of this Question-cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in a medium that the authorized one.</li><li>• Use on black/blue pen ink to write answers. Do not use pencil other than for drawing diagrams/sketches.</li><li>• <b>Answers to Questions no. 1 to 6 should be in 150 words, whereas answers to Questions no. 7 to 12 should be in 250 words.</b></li><li>• Keep the word limit indicated in the question in mind.</li><li>• Any page or portion of the page left blank in the Question-cum-Answer (QCA) Booklet must be clearly struck off.</li></ul>		
1 a	10				
1 b	10				
2 a	10				
2 b	10				
3 a	10				
3 b	10				
4 a	10				
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COMMENTS			TIME TAKEN		EVALUATION DATE
			START: 8 pm	END: 11.08	
			SPECIAL REQUEST WITH REGARDS TO EVALUATION -		

# MACRO FEEDBACK



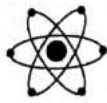
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**SECTION A**

Q.1

(a) 'A man in private industry describes his work as a job. But a man in government calls his work as public service.' Elucidate in context of Civil Services in India? (150 words, 10 marks)

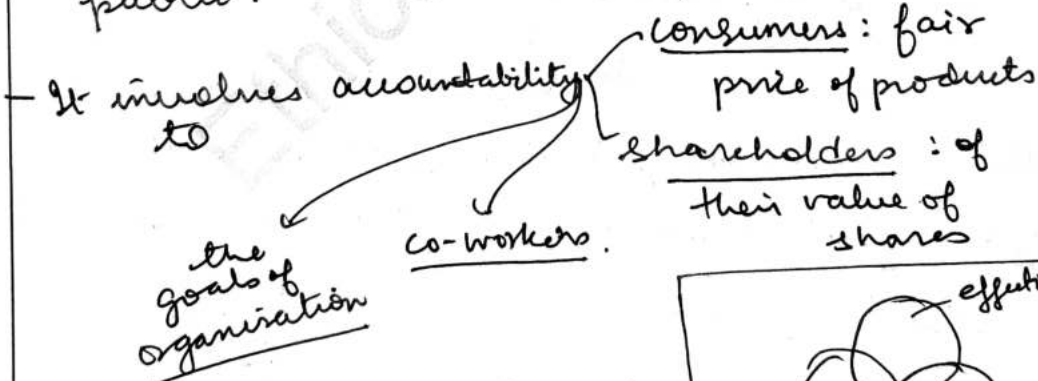
उम्मीदवारों को इस एग्जाम में नहीं लिखना चाहिए

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Work is the ultimate Dharma, but it has different connotations for private sector & public sector.

**Private Industry - work as a job**

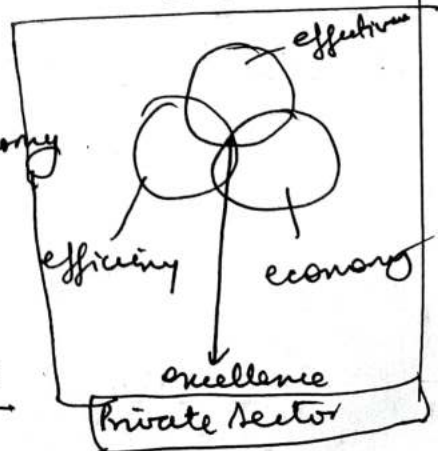
- looking at work as any other thing in life. Not imparting the work enough value as it is due.
- Private sector involves adherence to values of the organisation rather than to the public.



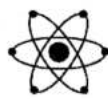
→ focus is on efficiency & economy than on public service

**Public sector**

- sees work as public service







because:—

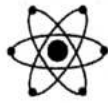
- public sector holds place of the state as a trustee of public
- It works for the people, and not the organisation in totality.
- Public is the 'Ram' for whom the public sectors have to cater to in this Ram Rajya.
- Directive principles of state policy direct state to reduce inequality of wealth, & to take steps for social justice. These are public goals.
- Focus is on accountability, empathy, objectivity & responsibility towards the public.

Hence, while private sector focuses on private efficiency, see it as a job, public sector sees it as a service, it sees ' a service of man as service to God '.

(Vivekananda)

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इस हाथ में  
नहीं लिखना  
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Q.1

(b) What are the ethical issues involved in marketing practices adopted by private sector while selling different goods and services in India. Illustrate with the help of examples? How can these issues be resolved? (150 words, 10 marks)

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The marketing practices play a huge role in influencing public behaviour and impacting company's revenues.

However, certain times, these practices raise ethical issues :-

1) Taking sensitive matters like religion to exploit people's sentiments.

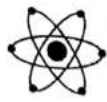
<sup>Zomato</sup>  
eg Using 'Kacchra' of Lagaan to infuriate scheduled castes.

2) emphasis on profits over people health

eg Herbalife being promoted by actors like Virat Kohli : which causes liver cirrhosis (Cynthia Abby Phillips, <sup>diver doctor</sup>)

3) Promoting Trademark infringement & dilution

eg Rin bringing ad to say its superior to Tide detergent.



4) Impacting minds of children to consume unhealthy

⚠️ Bourmista ad : emphasising on nutritional benefits on ad while not speaking about high sugar content.

5) labeling & mis-labeling

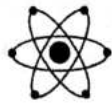
⚠️ showing 75% fat content as 25% 'no fat'.

### Resolved

- Rope in Press Council of India & other regulators & strengthen their mandate.
- clear cut guidelines <sup>situation of</sup> on/culpability
- enhanced punishments for misleading ads.
- judicial activism
- awareness among consumers
- double / fact check

Ads play a huge role in influencing naive mind.  
Companies must ~~be~~ align people, planets & profit.

उम्मीदवार  
इस छवि  
नहीं लिखना  
चाहिए  
Q.2  
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Q.2

(a) In recent times, many state governments in India are adopting the policy of 'Sons of soil' for recruitment purposes in both public and private sector. What is your opinion about this policy and what actually shall be done by the government?  
(150 words, 10 marks)

उम्मीदवारों को इस भाग में नहीं लिखना चाहिए

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'Sons of Soil' policy regards that only the people of that particular state will be given appointment in their jobs and no other.

States like Haryana, Jharkhand & MP have brought forth such policies.

~~My Opinion~~

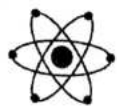
Pros

- prevent distress migration
- jobs to the ~~state~~ domiciles
- security of livelihood to resident's families
- Right to livelihood a fundamental right.

Cons

- violation of A.14 equality
- violates A.15(2); only Parliament can do so.
- discourages private sector to set up jobs
- reduces efficiency of both private & public sector
- tool for appointment
- decline in workplace diversity





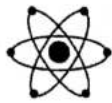
My view:-

I am against this policy because of the above given reasons.

Way forward

- Government has no business in business. It should ~~stop~~ not provide reservations.
- Provide alternative source of income through schemes like MGNREGS
- Govt. must consider that reservation is not an end in itself & not a means to an end. It's meant only for those whose constitutionally mandated.
- ~~Must~~ Provide bonds that can be used for asset creation → leveraged for employment
- Engage in PPP to skill populace
- make agriculture a ~~new~~ better avenue through value addition.

Reservation of locals strikes at the core of the constitution & of equality, & must not be adhered to.



Q.2

(b) Police encounters of criminals in many states of India demonstrate the government's resolve to adopt 'the rule by gun' in preference to 'the rule of law'. Do you agree with this statement? What can be its impact on society?

(150 words, 10 marks)

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Police encounters are largely being followed nowadays in order to counter hardened criminals.

Rule by the gun & not rule of law -

- as :-

- Instant justice : can backfire -  
eg. Niyanka case, Hyderabad

- ~~It is not~~ diminishes faith in judiciary
- violation of due process of law / A-21
- denial of fair trial (Maneka Gandhi)
- ~~It is~~ Denial of presumption of innocence :  
an innocent may be killed.
- only a bandaid ~~to~~ ~~the~~ solution

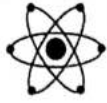
Impact on Society

- It may create mob ecstacy for a while only, but in longer run - a bad precedent

- Today, police encounter came for the criminals ~~they~~. Tomorrow, it will come for others and there will be no one to go to.
- decline in trust towards judiciary and the govt.
- Will ~~not~~ promote societal acceptance of retribution.

An eye for an eye makes the world blind  
(- Gandhi)





Q.3

(a) Write a short note on:

(75 words each, 5x2=10 marks)

i. Difference between Bureaucratic accountability and Bureaucratic responsibility

उम्मीदवारों को इस हाथिए में नहीं लिखना चाहिए

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Bureaucratic accountability and bureaucratic responsibility involve element of responsiveness to public.

Accountability	Responsibility
<p>→ A step beyond responsibility</p> <p>→ Responsibility ⊕ objectivity ⊕ Grievance redressal</p> <p>e.g. My Dad, <del>was</del> a DM <del>office</del> in a district, promised an old man loitering at secretariat to resolve his property issue in 10 days &amp; he did it.</p>	<p>→ Responsiveness to the public</p> <p>e.g. Social audit, enhancing transparency.</p>



ii. Difference between Bureaucratic accountability and Bureaucratic responsibility

Reliability of conscience in ethical decision making.

Conscience refers to the voice of from ourselves, to ourselves, the voice to help us realize our true potential (Fromm).

**Reliability** → can be used when law is silent on something, guiding ethical action  
→ even where law is unjust (abortion), conscience may direct not to.

**Not reliable** → can lead to breach of professional ethics.  
eg doctor not performing abortion  
→ necessity & emergency:

eg conscience may breach law if a person is poor & his wife is dying & he has to steal.

While conscience is important guide, it can't be relied upon totally.



Q.3

(b) When it comes to paying taxes, Indians are often found to be non-compliant, What in your opinion are the major reasons behind this pessimism towards paying taxes? What strategy government can adopt to resolve this problem?

(150 words, 10 marks)

Paying taxes is one of the duties of citizens, as rights also command having corresponding duties (Hohfeld)

Indians <sup>are</sup> non-compliant

→ tax planning  
→ tax evasion

Reasons

- perceived perception of large loan defaulters getting away after scamming
- eg Nisar Modi scam
- low awareness about tax laws
- Govt. is usually not very strict on tax compliance
- Overvalance of black money,
- big corporates eating away a huge chunk overseas :- not pay when <sup>big fish</sup> ~~they~~ do not pay ; the small fish don't have to !

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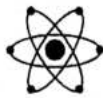


## Strategy

- Use of ICT in tax compliance  
eg Vivad se Vishwas scheme
- compulsory fines for non-payment
- ~~mandatory notice~~
- making non-compliance a cognizable offence.
- Upgrading curriculum to ~~be~~ educate about tax accounting.
- Set precedents by acting hard on major tax evaders  
eg Extradition of Nirav Modi, Vijay Mallya.

Tax revenue forms a rich source of revenue for govt, which in turn is used to bridge inequality in compliance with SDG 10.

उम्मीद है कि इस प्रश्न को नहीं लिखने का लिए  
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Q.4

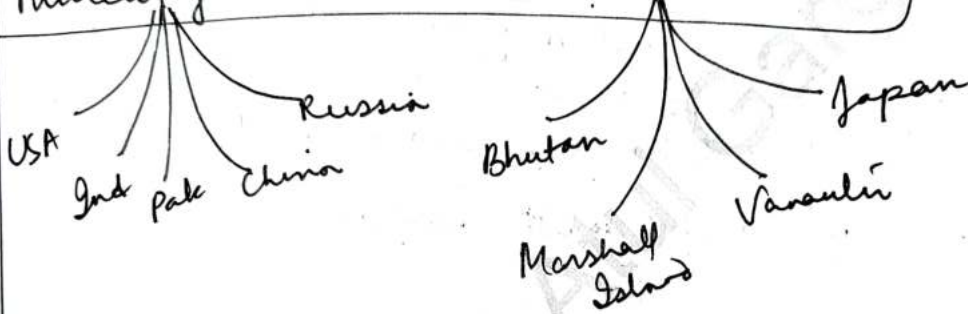
(a) "Ours is a world of nuclear giants and ethical infants. We know more about war than we know about peace, more about killing than we know about living." What is your opinion about this statement? Does it aptly summarize the present status of ethics for humanity all around the world? (150 words, 10 marks)

उम्मीदवारी को इस हाशिए में नहीं लिखना चाहिए

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Indeed, the present humanity is rived more on ~~the~~ material pursuits than the moral.

Nuclear giants and ethical infants



We know more about war than peace, killing than about living

- because we value materialism over inner peace. Because
- wants are unlimited - this is the nature of human beings (JM Keynes) :- propels us to focus on increasing self power - militarily, socially, politically.
- Diminishing of Eastern values of Purusshartha (Dharma, Arth, Kaam, Moksha)



- failing parenting values of automatic parenting
- ~~non~~ non-respect for others' interests
- self-preservation & egoism
- falling harmony in society (STA)

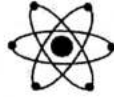
Not absolute

India → uses nuclear power as deterrent  
no first use  
use of killing only as self defense  
some goes on for most countries.

A balance needs to be made between country's preservation & world peace. 'Us vs them' mindset must be done away by following Vasudhava Kutumbakam.

उम्मीद है  
इस परीक्षा  
में सफलता  
नहीं सिखाया  
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Q.4

(b) Inefficient and slow criminal investigation process in India often leads to high number of under-trials in Indian jails. Many people end up serving years of jail term, even when they are innocent. What are the ethical issues involved in this situation? Can these under-trials be compensated for the wrongs done to them?

(150 words, 10 marks)

As per NCRB, 75% of prisoners are under-trials.

### Ethical Issues

- deprivation of right to life (A-21)
- eg Rudul Shah case : under-trial spent 14 years in jail.
- breach of presumption of innocence.
- depriving freedom of movement of 19(1)(d)
- depriving from having a family and a relationship like others
- causing mental disease - depression, anxiety, suicides for no fault of their own.

### Compensated

- They must be compensated because ~~their~~ what's done to them is

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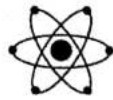


torture.

- They have right to restore and recover from the life in jail
- right to live healthy & fruitful life.
- Since the State has wronged them, it's the state that should compensate.

PN Bhagwati, J,

has called for victim compensatory system ~~this~~ to provide status quo ante - & this must be extended to <sup>undertrial</sup> prisoners.



Q.5

What does each of the following quotations mean to you?

- a) "Genuine tragedies in the world are not conflicts between right and wrong. They are conflicts between two rights."- Friedrich Hegel (150 words, 10 marks)

The idea about what is right has been a contested issue since ages.

Hegel rightly states that genuine conflicts in world are between two rights.

eg terrorism: while a state may see a man as a terrorist, the terrorist's family may see him as a freedom fighter.

- differing right to development v. right to ~~displacement~~ livelihood

eg constructing a dam may power a city while displace tribals, who see their livelihoods snatched.  
hence, ~~sustainable~~

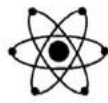
- ~~also~~ right to clean environment v. right to freedom of religion

eg burning of firecrackers

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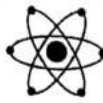
## Way forward

A harmonisation of the two rights is necessary for resolution.

- Buddha's Madhyam Marg, or Aristotle's golden mean = to ~~not~~ not resort to any extremes must be followed.

Ⓐ sustainable development as a balance between environment & development.

Indeed, the conflicts ~~are~~ persist as long as people hold on to their rigidities. Time is now for a broader perspective & taking a middle path.



Q.5 b) Politics is war without bloodshed while war is politics with bloodshed - Mao Zedong  
(150 words, 10 marks)

उम्मीदवासी को इस हाशिए में नहीं लिखना चाहिए

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Politics and war have a huge interplay in a sense that they both influence each other ~~and~~ while also being disparate.

Politics is war w/o bloodshed

- Machiavelli calls politics as use of brute force, an iron-bound force to govern a country. As such, it does not necessarily involve bloodshed.

It is war between   
 - political parties  
 - state & citizens  
 - citizens v citizens

eg Jan Andolan 2010 : citizens v state.

War is politics w/ bloodshed

→ War is the outcome of political feuds between different individuals & nations.

→ Riots eg Delhi riots 2020 : politics

communalising hindus & Muslims.

→ war for political clout

△eg Ukraine bombings by Russia

→ mutual distrust between two political individuals

△eg causing Armenian genocide by Azerbaijan.

→ war for economic might

△eg USA attacking Iraq for oil.

War & politics

impact the world negatively too often.

Focus must be on UN Charter

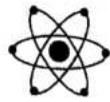
ideals of promoting global peace

उम्मीद  
इस एग्जाम  
नहीं लिखने  
चाहिए

Q-5

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Q.5

c) "Every gun that is made, every warship launched, every rocket fired, signifies in the final sense a theft from those who hunger and are not fed, those who are cold and are not clothed. Dwight D. Eisenhower."  
(150 words, 10 marks)

उम्मीदवासी को इस हाथिए में नहीं लिखना चाहिए

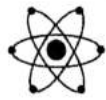
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Eisenhower's words present a poignant picture of our reality today.

Today, countries clamour for more power  $\begin{cases} \rightarrow \text{economic} \\ \rightarrow \text{military} \\ \rightarrow \text{space missions} \end{cases}$  and these have a negative impact, an opportunity cost in form of poverty, misery & greater wealth inequality (since resources are limited).

However, this is not always true

- Space missions, for example, bring billions in foreign exchange and have a spillover effect in society  $\begin{cases} \rightarrow \text{skilling} \\ \rightarrow \text{employment} \\ \rightarrow \text{using that money to combat hunger} \\ \rightarrow \text{housing} \end{cases}$

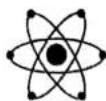


→ Guns, = are a necessary evil, but their use, especially for India, is 'No first use' & for self defense :- its for protection of the same people who are & hungry.

→ Adequate safeguards are available for the poor & the hungry

↳ Directive principles (A-39)  
reducing wealth inequality  
numerous schemes

Hence, while arms and space missions eat away a major share of resources, they also compensate for our vulnerable population



Q.6

(a) 'Ethics are no longer a matter of choice for civil servants but have become a necessity for them.' In context of this statement, identify the developments in the last few decades, which have made ethics all important for bureaucracy's survival?

(150 words, 10 marks)

Ethics is a prescriptive code of conduct guiding a civil servant to do ~~to~~ righteous actions. Civil servants are expected to act ethically, as they serve as ~~the~~ agents of state.

Ethics not a matter of necessity

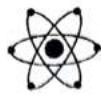
- Earlier, tough bureaucratic rigidities prevailed due to a colonial hangover & ~~the~~ the zamindari culture - causing rich-poor divide & non-regard to human rights.

But with evolution of welfare state & recognition of new rights (right to clean environment, livelihood, security, choice):  
Civil servants cannot ~~mal-treat~~ them. Treating with compassion

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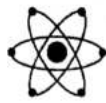
and objectivity is mandated by law:- which is ~~the~~ all the more necessitated by Judicial activism.

- Advent of neo-liberalism and globalisation has provided complex challenges, posing dilemmas in administration. To this, ethics adds as a guide for conduct, resolving conflict of interest & performing functions <sup>with</sup> ~~in~~ fairness & equality.

△ eg emergence of e-governance & online dispute redressal prompts the officers to respond timely.

- laws like RTI require to respond within 28 days.

Truly, ethical conduct has become a necessity & this is important to uphold constitutional morality.



Q.6

(b) 'Governance is all about establishing healthy and fruitful relationships.' Discuss?  
(150 words, 10 marks)

उम्मीदवासी को इस दृष्टिकोण में नहीं लिखना चाहिए

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Governance refers to the manner in which power is exercised in the management of a country's economic and social resources.

It's about establishing healthy-fruifful relationships as:-

1) Participatory decision making

eg) Endorse topped consistently on Swach Bharat due to increased participation of locals & healthy relation with municipality.

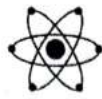
2) promoting transparency

eg) using RTI & enhancing <sup>officer</sup> ~~people~~ responsiveness

3) Inclusivity is promoted

eg) Jra Singhal. 1st IAS officer to hire transgender.

4) promotes openness : BPSC chairman



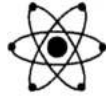
Atul Prasad using e-governance  
on Twitter to establish healthy relationship  
with aspirants.

5) Leadership

△ TN Seshan : revolutionised elections  
in India promoting free &  
fair elections & democracy.

Governance indeed  
is important to usher a Ram  
Rajya and 'Sarva Jan Hitay'  
(Welfare of all).





**SECTION - B**

Q.7

You are the adviser to the Ministry of External Affairs of India on issues pertaining to bilateral relations with the countries of the middle east. A trip has been planned where you have to go with the foreign minister who is scheduled to visit a group of countries in the middle east, holding immense strategic and economic opportunities for India. If India can enter into a strategic partnership with these countries, it would help India in tackling challenges related to internal security, defence, energy, food, S&T etc.

However, these host countries have one serious grievance against India. One official spokesperson from the ruling party in India made derogatory remarks about the religion practiced in the host middle east nations. The comments have also been criticised by minority groups in India and have also triggered violence at many places. The outrage from the comments were such that various countries across the globe following that particular religion have stated that they will boycott goods and services of Indian origin. This can have some serious repercussions on India's exports and can also give a strategic advantage to China.

The middle east countries are important for India's energy security as they have huge petroleum reserves which get exported to India as well. This crude oil is very important for the Indian economy to keep moving.

Moreover, the minority community in your country considers these countries sacred for their historical and religious value. Thus, the whole issue has serious political, economic and cultural repercussions. However, the spokesperson of ruling political party is also getting support from her community and any strict action against her can lead to political and social disturbances. Many religious organizations have shown their support for the spokesperson and have also warned the government of dire consequences if any harsh step is taken against her.

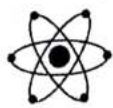
Pressure is there on the government from different sectors to resolve this matter first before the visit of the foreign minister. The matter is serious, and your advice has been asked for by the government. Discuss the situation from different perspectives and also explain the advice that you as an adviser can give to the central government?  
(250 words, 20 marks)

*India@75* aspires to become a global superpower and to this end, commanding respect from all countries including Middle East is crucial.

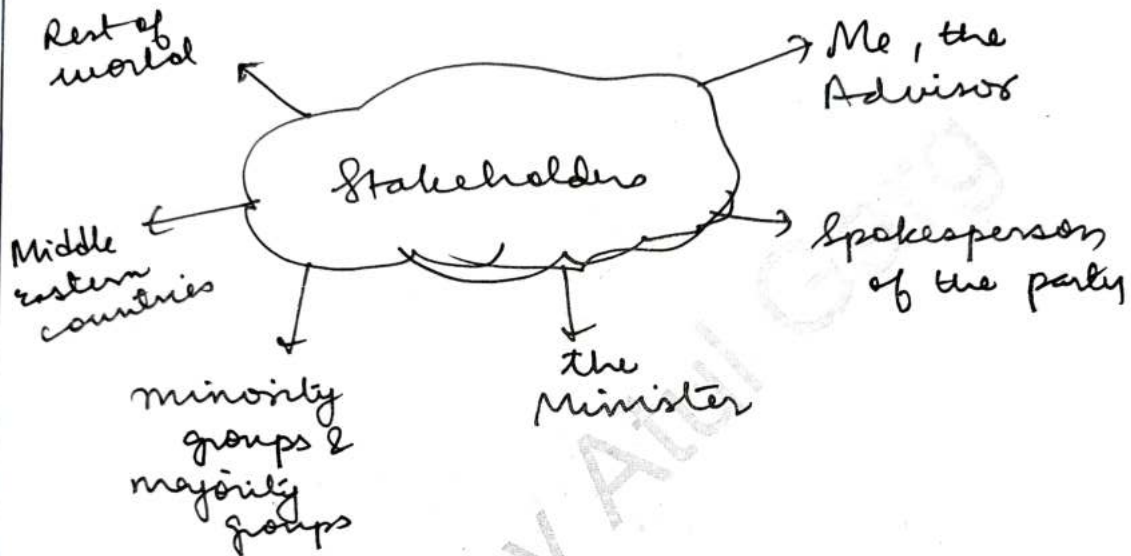
*The present case presents*

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an intricately delicate issue concerning religion, international goodwill, and peace and harmony of the nation



### DIFFERENT PERSPECTIVES TO THIS SITUATION

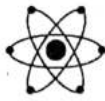
#### Social harmony:

the spokesperson's act has fueled controversy, having consequences on the social fabric of the nation. It may cause rioting, hatred, fake news, ~~and~~ mutual distrust.

#### Trade Economics with Middle East

the act of the spokesperson has





repercussions on its trade on essential products like crude oil etc. for energy security. It's necessary to resolve this ~~otherwise~~ due to India's overreliance on Middle East on crude oil.

→ International

India's role as a counter to China and a dominant power in Indian Ocean might get ~~taken~~ snatched away because of the Spokesperson's act.

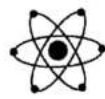
→ Additionally, India's goodwill as the largest democracy which cherishes ideals of secularism, being land of Gandhi and Buddha — may get tarnished due to this act.

My advice to the government

— I, being the Advisor will ~~take~~ give following advice to resolve this matter :-

(i) Take legitimate action under relevant laws against the spokesperson (eg:





Section 153A IPC) :- to set an example that we are not anti-minority state.

(ii) Direct Significant Social Media Intermediaries (eg Twitter) to take down posts fuelling the hate speech against both communities.

(iii) Issue public apology in form of an official draft, on behalf of the political party that such acts cannot be tolerated in India.

(iv) Provide relevant data and fails to the countries the Minister is visiting, to show that such acts are an exception and India has always been syncretic. (Persuasion)

The International powers will potentially accede to resumption of the hiatus because of India's longstanding credibility as upholder of minority rights. Also, they cannot refuse because of India's huge market-potential to them.



Q.8  
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Recently an area particular re a peaceful re property to the corporation clear and ca



Q.8

Recently an area in North Delhi faced communal riots. Soon, many people from a particular community were arrested on charges that they started pelting stones at a peaceful religious procession of another community and also damaged public property. After a week, there were orders from senior authorities of municipal corporation to demolish illegal constructions in the same area, mostly belonging to the people who have been arrested or accused of rioting. The move sends a clear message that the government will do everything to act against the rioters and every possible action will be taken against them. The whole action has been called biased by many and has been criticized on different media platforms. But the officials are defending their actions as "routine exercises" against illegal constructions.

You are an officer in the North Delhi, Municipal Corporation (NDMC). You are appointed as an officer to execute the task of demolition. You plan to go as per the law by giving a minimum of five days' notice, but your seniors instruct you to carry out immediate demolition without any notice. One of the seniors, while maintaining anonymity told you that the order has been given directly by the central government, which has a huge say in the politics of the national capital region. This kind of bulldozer justice has been used many times in the past by different state governments and convey political messages aimed at showing a strong stance against criminals.

When you reach the spot along with police, the people in that area start protesting and beg that it is their only shelter. They were mostly poor and downtrodden people with families, women and children. You are an honest officer. You want to help the people, but you also cannot ignore the orders given by the seniors. In this context:

- What are the ethical issues involved in the case?
- What are the options available to you along with their pros and cons?
- What in your opinion is the best option and why? (250 words, 20 marks)

'Bulldozer justice' has become impactful in curtailing law and order situation, but it also undermines rule of law.

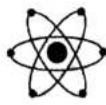
a) Ethical issues  
→ Adherence to rule of law versus rule by law

Stakeholders
- Me, the officer
- Stonepelters
- not victims
- stonepelters' family
- My seniors
- Central govt
- general public

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- respecting seniors' commands versus going by the rules
- Value of impartiality v. compassion & tolerance towards weaker sections
- love for my job ~~etc~~: my career might be at crossroads, if I may get transferred if I take due process
- my responsibility towards greater good (Utilitarianism) v. rightness of means (Kant's categorical imperative).

### b) Options

- Go by the seniors commands & order immediate demolition
- Give 5 days notice as per law
- Take leave

### ① Order immediate demolition

(Pros)

- ~~can~~ displays the hard approach of administration,

(Cons)

- blatant violation of rule of law





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Pros

defying India's image as a 'soft state' (Gunnar Myrdal)

- immediate justice to riot-affected victims
- discourages further stone-pelting
- communal harmony

Cons

- may attract Court sanction charges
- no home to the landless - deprivation of shelter (contrary to Olga Tellis ruling which called 'right to shelter as part of right to life')
- loss of public trust in administrative fairness
- bad precedent

② Give 5 days notice for demolition

Pros

- going by the law
- will give chance to illegal inhabitants to move out
- ~~to~~ my image as an honest officer is upheld

Cons

- inhabitants will get less time - 5 days is too less to move out.



③ Resign

Pros	Cons
- my crisis of conscience is resolved	evasion of duty, unbecoming of a civil servant.

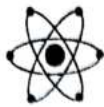
c) Steps -

- (i) I'll give a minimum 15 days notice, or might extend if situation demands.
- (ii) Ultimatum to ~~do~~ move out of the houses or demolish it themselves.
- (iii) Provide adequate rehabilitation facilities ~~on~~ by collaborating with NGOs and shelter houses.

Through this, the illegal occupation matter gets resolved within the reasonable time and picture of 'Bulldozer justice' gets weathered away - as everything is being done as per norms. Additionally, my values as a compassionate officer is also upheld.

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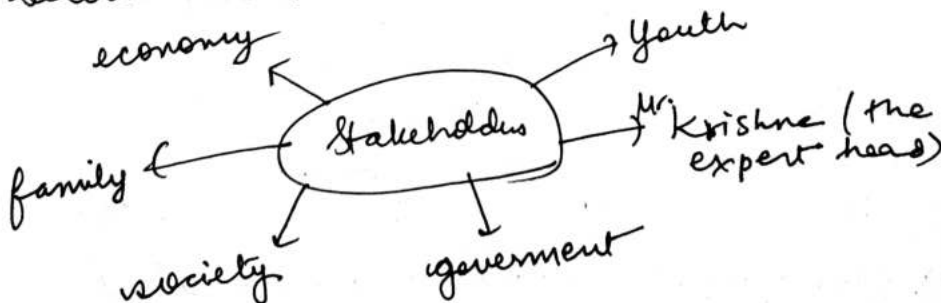
Q.9

Mr. Krishna is the Chief Secretary of a state in northern India. Recently a proposal has come up for lowering the legal drinking age in this state to 21. Currently, it is set at 25 in this state, but in most other States, it is between 18 to 22. This will bring parity between different states and will also stop smuggling and other associated law and order problems. The proposal is part of a slew of amendments in the new excise policy. Once all the new changes are implemented, it is expected to boost the revenue from the Excise Department by ₹1,500-₹2,000 crore. This revenue will help in developmental work as the state Government is not getting much support from the central government.

While the decision has brought the government under fire from many quarters, it has also won appreciation from others. The opposition party is making it a political issue and is protesting against the proposal, as such a move will increase the vice of alcoholism among the youth and will have social, health and economic repercussions. To make a more informed decision, an expert committee has been set up to deliberate between the pros and cons of this proposal. Mr. Krishna is the head of this committee. Mr. Krishna knows that the matter is not as simple as it seems to be. Alcohol has always been an issue of controversy. It has created many problems but drinking alcohol is something which is done globally. The consumption of alcohol has also increased in India by more than 50% in the last 20 years despite of government restrictions. Crimes associated with drinking like domestic violence, road rage cases etc. have also increased as per the crime records of India. Mr. Krishna must give advice while taking into regard all the future consequences. He is also a man of conscience and knows that any wrong advice can have huge repercussions at different levels of the society.

In this context, discuss whether drinking alcohol is an ethical issue or an individual right. Also discuss what might be the pros and cons of this proposal and what Mr. Krishna shall advise to resolve the issue in the long term?  
(250 words 20 marks)

Alcoholism is a great menace faced by our youth, however, it is also a rich source of revenue for our states. Its consumption by persons below 25 yrs may have ramifications.



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## Alcohol as an ethical issue

- Alcohol distorts the functioning of mind: causes confusion, headaches and loss of sense. Also, it is top contributor to liver cirrhosis, fatty liver. Consumption in any form is detrimental to one's body.

- A. 47 of Indian Constitution also ~~pro~~ directs states to stop liquor consumption, primarily because it has manifold impacts:-

↳ causes discord among people

↳ domestic violence

↳ huge no. of accidents due to intoxicated drivers

↓  
a violation of Gandhian Ahimsa (non-violence). It's also a wrongful means to ~~do~~ ~~some~~ achieve some end. (against Kant-Categorical imperative)

## Individual right & alcohol

- Freedom of choice, freedom to eat is a fundamental right of A-19(1)(a) of



Constitution.

- allowing an adult person to consume alcohol is an important ingredient to fulfil his fundamental right.

However, such right is not absolute and is ~~is~~ subject to restrictions under 19(2), in interests of public health. Hence, state can impose restrictions on alcoholism. Thus, it's not an individual right per se but more of an ethical issue.

b) ~~Q~~ Reducing age bar of alcohol to 21 yrs

Pros	Cons
<ul style="list-style-type: none"> <li>- State will get <u>more revenue</u></li> <li>- Upholds <u>freedom of choice</u> U/A. <u>19</u>.</li> <li>- reduction in <u>black marketing</u> &amp; <u>smuggling</u></li> </ul>	<ul style="list-style-type: none"> <li>- Growth in <u>delinquency</u> among youth</li> <li>- Alcohol has negative impacts on youth:- suicides, depression, addiction</li> <li>- may fuel <u>discord</u> &amp; <u>rash driving</u></li> </ul>

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(A) Mr Krishna's advise : -

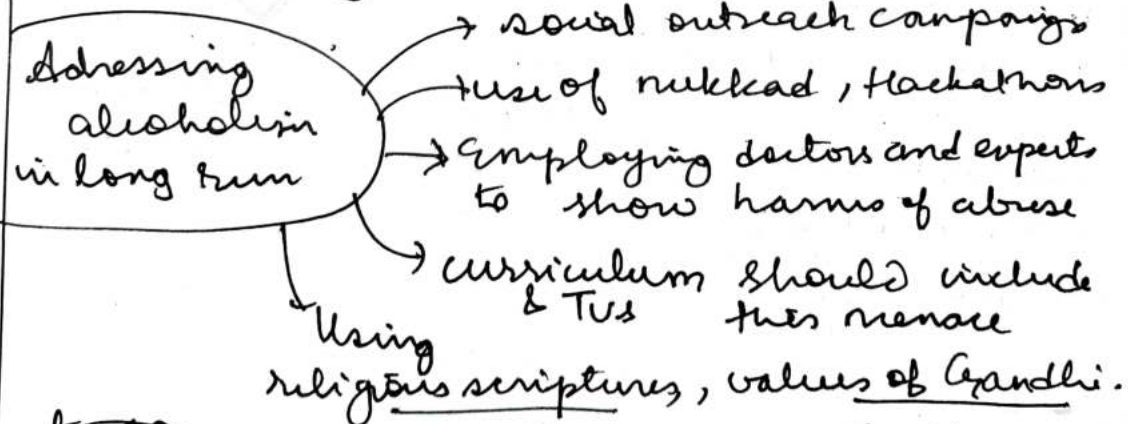
- Recommend ~~the~~ against ~~the~~ reducing the age bar because : -

- the costs overweigh the benefits [ 21-24 is a tender age and prohibition will prevent any delinquency ]

- health of a citizen is above freedom of choice

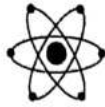
- state has duty to protect health of citizens and also ensure public order that may be disturbed due to alcohol rage.

- Fiscal deficit of the state can be addressed through other measures, using alcoholism as a leverage is morally wrong.



~~to~~  
 The youth of India need to be guided on a moral path & only that will help India become a Vishwaguru.





Q.10

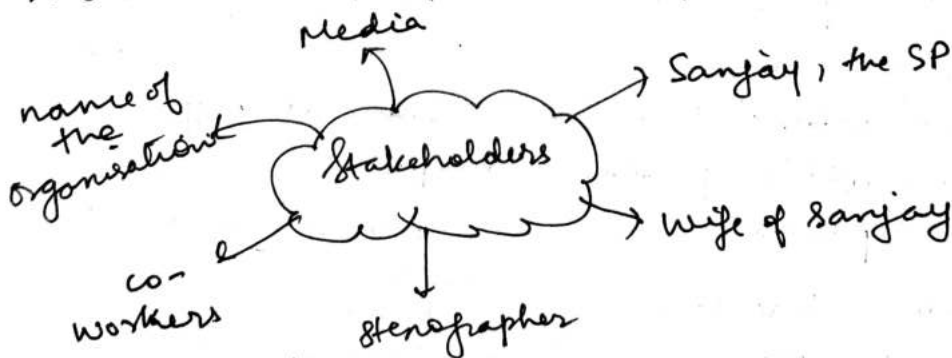
Sanjay has been appointed as the Superintendent of Police (SP) in a District. He is a smart young officer who is admired by all and has a huge fan following. His presence on social media and quick action against the criminals has further increased his popularity. A stenographer in the district office, a beautiful young lady who is smart and hardworking, draws close to him because of his personality. Sanjay, because of the potential of her stenographer, takes her assistance in many official tasks.

In the office and beyond, a rumor has spread that Sanjay is having an affair with her beautiful stenographer. To make things worse, the stenographer confessed to her friends in the office that she loves Sanjay. This has created some real difficulties in inter and intra organizational relations at the district level. Sanjay is married and faithful to his wife. He can't even think of any other woman. He thought that the girl is infatuated with him, and this will soon end automatically. So, he does not worry about rumors and carry on with his work. Sanjay's wife also comes to know about these rumors and initially she was not affected. She knows that her husband is a public figure, and such things are bound to happen.

But now, the stenographer has become powerful in the office, thanks to the rumor. The silence of Sanjay on the issue has motivated her and now people have started approaching her, so that they can get favors from Sanjay. Though, she never tried to take advantage of her closeness with Sanjay. A point has reached where Sanjay's continued association with the stenographer is straining his relationship with his wife and is also affecting his public image. In this context:

- What are the ethical issues involved in this case?
- What are the options available with Sanjay along with their pros and cons?
- What steps he shall take to resolve the situation? (250 words, 20 marks)

Ethics in public administration is a sine qua non for managing <sup>the</sup> affairs. The conduct in public affairs is as much relevant as in private affairs.



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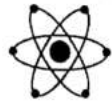
a) Ethical issues :-

- Sanjay's professional integrity is in question
- Sanjay's reputation v. faithfulness towards wife
- professionalism in public life
- perceived favouritism at workplace
- sanctity of marriage
- duty towards family & society

- b) Options
- ① Get the stenographer transferred to other department
  - ② Warn the stenographer ~~of~~ into doing professional conduct
  - ③ take leave & spend time with wife.
- ① Transfer the Stenographer

Pros	Cons
<ul style="list-style-type: none"> <li>- my reputation of being professional and a faithful person is upheld.</li> <li>- may restore ties with wife</li> </ul>	<ul style="list-style-type: none"> <li>- <del>Stenographers'</del> <u>Stenographers'</u> excellent skills are no more at my disposal ↓ my work may suffer</li> <li>- efficiency &amp;</li> </ul>





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Pros	Cons
<ul style="list-style-type: none"> <li>- image of my office isn't tarnished</li> <li>- no more favours from stenographers' coworkers</li> </ul>	<ul style="list-style-type: none"> <li>- effectiveness may be impaired.</li> </ul>

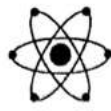
② Warn ~~the~~ her ~~to~~ into being professional

Pros	Cons
<ul style="list-style-type: none"> <li>- <del>the</del> The stenographer will stop her unprofessional attitude (eg towards her friends)</li> <li>- efficiency of work <del>will not</del> not be hampered.</li> <li>- no more asking for favours by other employees</li> </ul>	<ul style="list-style-type: none"> <li>- my relations with wife will still be strained.</li> <li>- <del>the</del> My reputation at office will still become bad</li> </ul>

③ Take leave & go to wife

Pros	Cons
<ul style="list-style-type: none"> <li>- <del>my work may</del> suffer wife &amp; I will <sup>have</sup> a <sup>kindle</sup> relation</li> <li>- <del>reason of duty</del></li> </ul>	<ul style="list-style-type: none"> <li>- my work may suffer</li> </ul>





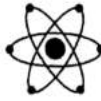
c) Sanjay will opt for ② and third option.

- Warning the stenographer will ensure → professional conduct on her part

- ~~He~~ him taking leave to rekindle relations with wife will uphold spirit of care, love, empathy, respect.

- His reputation will get alright eventually because of this, and also because of my efficient conduct ('work speaks').

By this, ~~the~~ Ms. Sanjay has upheld ethical values in public & private relationships.



Q.11

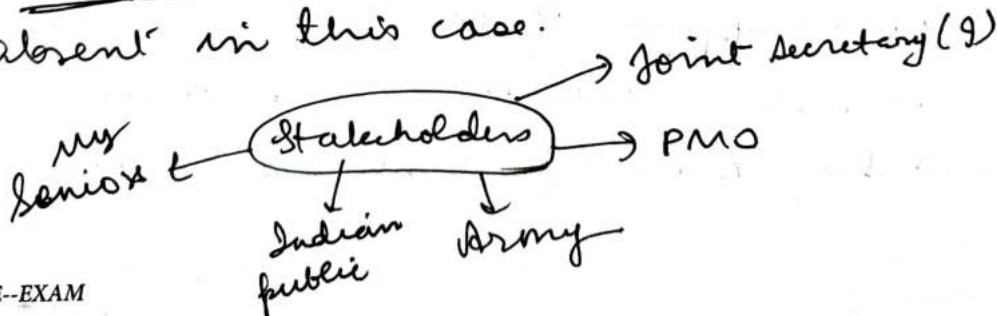
You are an honest person who is posted as the Joint secretary in Defence Ministry of India. India is one of the largest importers of defence equipment in the world and is a lucrative destination for many defence exporters. At present, your ministry is negotiating with an international defence equipment manufacturer for procuring new weapons for the army. The machine guns which are needed for the army are made up of latest technology and will help Indian defence forces to neutralize threats from internal and external sources.

But while going through the files, you found that the final price decided to be paid by India for the new machine guns is much above the actual cost of these guns. In fact, there are many other nations who have paid much less for the same guns. When you went deep in the deal, you found that even integrity pact has not been signed while giving the contract. Also, the clause for warranty and maintenance has been missing from the contract. This will keep the manufacturer free from any liability during the supply of guns. He is only giving two-month warranty if the guns turn faulty in the future. Thus, the Indian government will have to pay for any repairs or exchange of damaged parts in the future. There have been no talks about the transfer of technology also which can make India self-dependent in the future.

When you informed about the same to your superiors, you are asked to keep your mouth shut as the deal has been directly negotiated by the Prime Minister Office (PMO). Also, the army need these guns urgently and any intervention now will lead to huge delays in the procurement. Soon, you also got a call from the personal secretary of the defence minister informing you that soon you will get a big promotion, but it will depend upon your conduct in the next six months.

You are in a state of confusion as it is your duty to make optimum utilization of government resources. Faced with this situation, what will be your course of action? Critically examine various dilemmas involved and explain what your responsibilities are as a public servant.  
(250 words, 20 marks)

India is among the largest importers of defence equipment (Stockholm Peace Research Institute). But importing a defence equipment and purchasing it must also be guided by a fair & ethical transaction; which seems absent in this case.



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## Course of Action

~~(i) The Army needs the armament~~

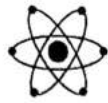
(i) The Army needs the armament urgently. At this juncture, national security overrides any economic considerations. So, I will allow the procurement.

(ii) This will be complemented with a counter-condition that the

- Integrity pact must be signed
- warranty period must be extended
- ~~negotiate for a~~ price must be ~~negot~~ brought down in parity with other buyers.

(iii) Use mode of persuasion that India is among largest arms exporters and it will buy future contracts from the same supplier if the counter demands are met. Since ~~these are~~ India is a huge market for arms & has never





defaulted, the manufacturer supplier may later on agree to terms.

(W) However, if they do not abide by our terms, I will still go ahead with the proposal and use the supplier later.

### b) dilemmas

- national security v. economic fairness  
catering to army's needs or to local ethics in commercial transactions

↳ ~~for the~~ We might save our borders but also become a fool in international business transactions.

↳ listening to superiors v. own voice

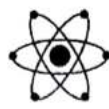
listening to superiors may save my promotion v. my conscience tells me to go by legality and fairness of transactions.

### c) Responsibilities

- Adherence to rule of law - fairness, justice, equity, legality of all transactions.

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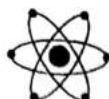
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- Patriotism and national security as prime considerations. Civil servants are agents of state, while ultimate goal of a state is self-preservation.
- Adherence to ~~common~~ the chain of command, the superior whose practical considerations will be in national interest.
- Ethical values of utilitarianism - the end goal - preservation of the nation & the people will be ensured.

My role as an officer upholds my values of patriotism and in saving the territorial integrity.





Q.12

The last few decades have seen the fall of the public sector. The nations have dawned into the era of LPG and now the government is playing a role of an enabler rather than a doer. The government also seems to be pro-capitalistic and is eager to disinvest or privatize the public sector undertakings (PSUs). However, not all PSUs are loss making and some of them have strategic importance for the government. PSUs also create jobs for the masses and also work for the development of economically weaker regions of the country.

You are heading such a PSU, which provides telecom and internet services to people across India. The PSU, which was once a Navratna company, is today incurring huge losses. The situation has led the government to think about its sell-off or even complete disclosure. Pressure is there on the government as it wants to make an optimum utilization of the government funds and now it will not be possible to give any budgetary support to the PSU in the future. You were asked to prepare a detailed report regarding the reasons behind this poor performance and when you analyzed, you found that following are the main factors which contribute to the losses made by the PSU:

- Stiff competition from the private sector and fast change in technology.
- Excessive permanent workforce which eats up the revenue.
- Traditional bureaucratic mindset among employees which is not allowing them to adapt to the changing environment.

Based on your report, the government is mulling over the closure of the PSU, if no change is seen in its balance sheet in the next six months. You personally believe that this PSU is important for the nation and must be continued. In this context, what institutional and behavioral measures you can take to address the above three issues and save the PSU from closure. Also discuss the qualities of a public servant which will be required to manage this situation. (250 words, 20 marks)

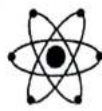
The PSUs are largely run by an ~~inept~~ <sup>inept</sup>, complacent bureaucracy who resist adaptation & upgradation. This calls for their reforms as govt.'s role is no more of a provider but of a facilitator in good governance.

Stakeholders
→ Me, head of PSU
→ govt.
→ employees of PSU
→ employees families

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a) Combating stiff competition from private  
and fast change in technology

→ Upgradation of infrastructure  
→ capacity building programmes -  
Mission Karmayogi can be leveraged

→ hiring experts to provide domain  
knowledge and skilling. If  
that is not possible due to cash  
crunch - use online open source  
softwares (free) to ~~for~~ this end.

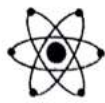
△ eg Youtube, Harvard free skills training etc.

→ Consistent & continuous evaluation of  
performance, using Sevalton model.

b) Combating excessive permanent workforce

- Compulsory retirement of the  
'dead wood'
- keeping strict timeline for workers,  
failing which might call for their  
retrenchment, on grounds of  
non-adherence to duty - a violation  
of CSC Rules

1964.



- ~~Do~~ Do not allow new recruitment for the time being to save costs.

c) Combating traditional bureaucratic mindset

→ This mindset involves

↳ non-innovation

↳ ~~adhere~~ strict & blind obedience to hierarchy

↳ mechanical working without applying Emotional Intelligence.

→ ~~Inculcate~~ Inculcate probity according to values of Nolan Committee (Objectivity, fairness, empathy)

→ Workshops about ideals of Krishna, Ram, Gita, Buddha & teaching about Emotional intelligence.

→ Engaging & promoting incentive-based work culture.

→ promoting outreach with public, & the environment ⇒ building social relations & promoting interpersonal management (Elton Mayo)

d) Qualities of civil servant :-

1) Leadership

as one of the top values committed by Nolan committee, its important as

- ~~is~~ raises morale of workers
- guides the team
- constructive feedback

eg) E Sreedharan & his team completed Delhi Metro

2) Efficiency : time-bound completion of a project. eg

3) fearlessness - no fear of backlash from others. eg) TN Seshan

4) Commitment to goals of the PSU - which is to overcome losses.

My acts as a leader will surely potentially prevent losses and make the PSU functional.

उम्मीदवा  
इस हाथि  
नहीं लिखना  
चाहिए

Candidate  
must not write  
on this margin



