



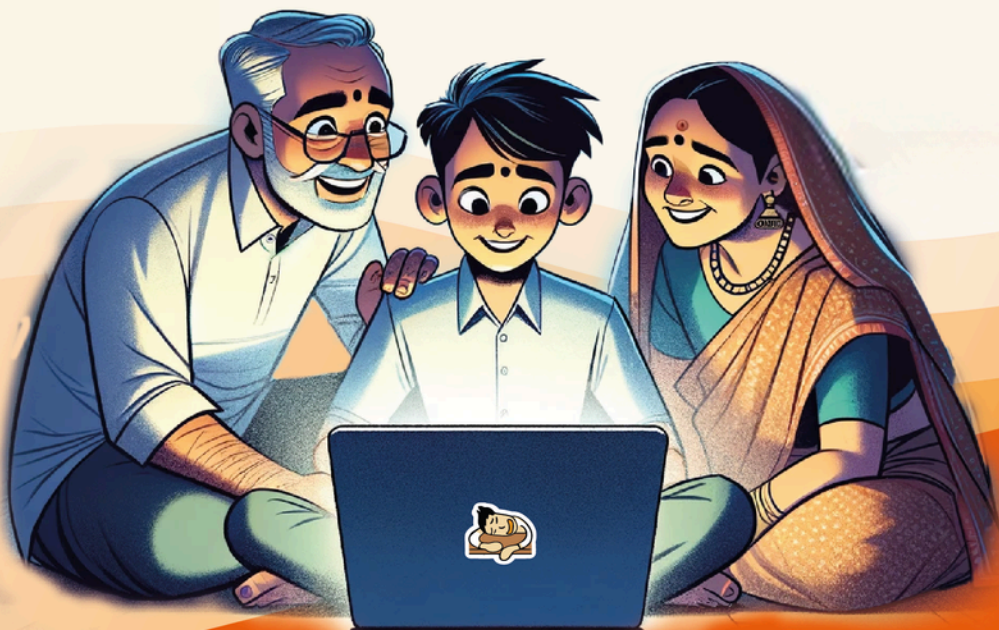
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UPSC MAINS

Solved PYQs

2022

General Studies Paper 4



How to Maximize Your UPSC Mains Score Using These PYQs

Transform Your Preparation into Your Success Strategy

✗ "I solve PYQs but still struggle in mock exam"

Your Problem: You're treating PYQs like MCQs - solving for the sake of solving without strategic analysis.

Strategic Solution: After solving each question, spend 10 minutes analyzing: What was the examiner testing? Which keywords were crucial? How can I improve my answer structure? Create a "mistakes point list" to track recurring weaknesses.



"I can't finish questions within time limits"

Your Problem: You know the content but struggle with time management and answer structuring under pressure.

Time-Bound Practice: Set strict timers - 7 minutes for 10-mark questions, 12 minutes for 15-mark questions. Practice writing concise, impactful answers. Use bullet points and subheadings to save time while maintaining clarity.



"My answers lack depth and examples"

Your Problem: Your answers are generic and don't stand out among thousands of similar responses.

Content Enhancement: For each PYQ, create a "example bank" - collect 2-3 specific case studies, data points, or contemporary examples. Practice weaving these naturally into your answers to demonstrate comprehensive understanding.



"I don't know which topics to prioritize"

Your Problem: Without pattern analysis, you're studying everything equally instead of focusing on high-weightage areas.

Smart Analysis: Create a frequency chart of topics from last 7 years. Identify recurring themes and question patterns. Allocate 60% of your time to high-frequency topics, 40% to emerging trends. Also Sleepy Classes has a video on complete pattern analysis of UPSC mains.

⚠ Critical Mistake to Avoid

Don't just read solved answers and move on. The real learning happens when YOU attempt the question first, then compare with model answers to identify gaps.



Remember: PYQs are your blueprint, not just practice material

Every question tells you exactly what UPSC expects. Use this collection to decode the examiner's mindset, not just to test your knowledge. Your success lies in understanding the 'why' behind each question.

FREE - GS Mains PYQs Discussion

Date	Day	Topic	Year
02 June 2025	Monday	General Studies Paper 1	2024
03 June 2025	Tuesday	General Studies Paper 2	2024
04 June 2025	Wednesday	General Studies Paper 3	2024
05 June 2025	Thursday	General Studies Paper 4	2024
15 June 2025	Sunday	General Studies Paper 1 to 4	2023
22 June 2025	Sunday	General Studies Paper 1 to 4	2022
29 June 2025	Sunday	General Studies Paper 1 to 4	2021
06 July 2025	Sunday	General Studies Paper 1 to 4	2020


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Ethics

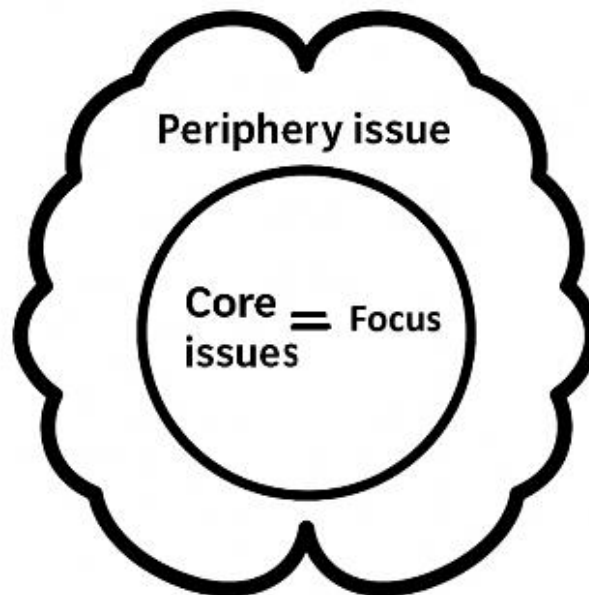
1. (a) Wisdom lies in knowing what to reckon with and what to overlook. An officer being engrossed with the periphery, ignoring the core issues before him, is no rare in the bureaucracy. Do you agree that such preoccupation of an administrator leads to travesty of justice to the cause of effective service delivery and good governance? Critically evaluate.

Approach:

- Introduce the meaning of the quote and its relevance to administrative wisdom.
- Evaluate how misplaced priorities affect: Good governance, Service delivery, Justice
- Support with a positive example of an administrator who focused on core issues.
- Acknowledge counter-view that some peripheral tasks also add value.
- Conclude by emphasizing the need to balance procedures with outcome-oriented governance.

Solution:

- “Wisdom lies in knowing what to reckon with and what to overlook” highlights the need for administrators to focus on what truly matters. In public service, officers often face many distractions and pressures, but it is important they don’t lose sight of the core issues.



- Yet, it is common to see bureaucrats spending too much time on paperwork, formalities, or showpiece projects, while ignoring deeper problems like poverty, inequality, or corruption.

Dimension	Preoccupation	Example
Good Governance	Excess focus on optics-rituals <u>sidelines accountability & citizen engagement.</u>	In <u>Swachh Bharat Mission</u> , many districts emphasized <u>toilet counts over usage audits</u> , leading to inflated success without behavioural change.
Effective Service Delivery	Delays occur when officers get stuck in <u>formalities over outcomes.</u>	The insistence on <u>land re-verification delaying insurance payments</u> to farmers affected by hailstorm.
Justice	<u>Procedural rigidity</u> can deny timely relief to the vulnerable.	During floods, compensation getting blocked due to missing documents, despite genuine loss.

Example:

- **Armstrong Pame**, IAS, bypassed bureaucratic delays and mobilized public support to build a vital road in Manipur, improving access to health and education – showing focus on core needs, not paperwork.

Counter-view:

- Not all “peripheral” work is wasteful.
- Procedural rigour (e.g., proper audit trails, due-process notices) safeguards against arbitrary power.
- Symbolic acts (flagship launches, public pledges) can rally citizen participation.
- The problem arises only when optics displace outcomes.

Conclusion:

- For an administrator, knowing what truly matters is key to good governance. When core issues like justice and service delivery are ignored in favour of routine or showy tasks, it harms the public. A balanced approach – where procedures support, not replace, real outcomes – is the mark of true administrative wisdom

1. (b) Apart from intellectual competency and moral qualities, empathy and compassion are some of the other vital attributes that facilitate the civil servants to be more competent in tackling the crucial issues or taking critical decisions. Explain with suitable illustrations.

Approach:

- Introduce the importance of holistic competence in civil servants.
- Explain how empathy & compassion go beyond IQ & integrity in critical sphere below -
 - Disaster Management
 - Welfare Program
 - Developmental Program
 - Law and Order Situation
 - Justice Delivery
- Conclude with emphasis on development of emotionally intelligence in governance

Answer:

- While intellectual ability and moral uprightness are important for civil servants, holistic competence also requires emotional attributes like empathy and compassion. These qualities help officers connect with people's suffering, understand ground realities, and make governance more humane and responsive.
- Empathy allows administrators to see from the perspective of the public, while compassion motivates action to address those needs, especially in critical situations.

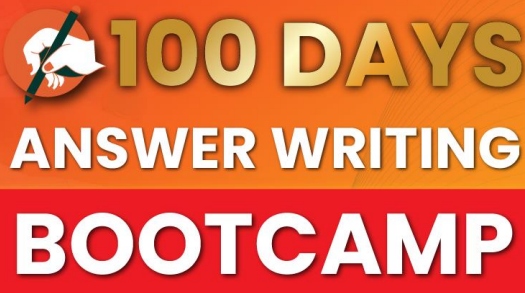
Application of empathy & compassion:

- **Disaster Management:** Empathy helps officers understand not just physical loss but also emotional suffering during disasters. Compassion ensures timely and humane relief. *Example:* During flood or earthquake, officers arranging child-friendly spaces and psychological support in relief camps, not just food and shelter.
- **Welfare Program:** Compassionate administrators ensure schemes benefit the most vulnerable by identifying real gaps in delivery. *Example:* Collector Jasmeet Singh Sandhu's Sambal Abhiyan in Salumbar (Rajasthan) provided multiple welfare services to persons with disabilities in one place, ensuring instant support.
- **Developmental Program:** Empathy allows for culturally sensitive planning and inclusive execution, especially in backward or tribal areas. *Example:* As District Collector of Bastar, IAS officer Rajat Bansal launched the Think-B initiative — a start-up incubator to empower local youth through entrepreneurship, promoting development as a means to counter Left-Wing Extremism.

- **Law and Order Situation:** Understanding public sentiment helps prevent unrest and build trust between administration and citizens. *Example: Pandillapalli Srinivas, IFS, tackled the Veerappan menace through empathy and persuasion, appealing to families of gang members to surrender.*
- **Justice Delivery:** Compassion ensures that justice is not only legal but fair and timely, especially for the marginalized.

Conclusion:

In today's complex and diverse society, **emotional intelligence is not a soft skill but a core administrative strength**. By developing empathy and compassion, civil servants can better understand people's needs, respond sensitively to crises, and design inclusive policies.



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2. (a) The Rules and Regulations provided to all the civil servants are same, yet there is difference in the performance. Positive minded officers are able to interpret the Rules and Regulations in favour of the case and achieve success, whereas negative minded officers are unable to achieve goals by interpreting the same Rules and Regulations against the case. Discuss with illustrations.

Approach

- Introduce by interpreting the statement in simple words.
- Discuss the role of positive mindset in successful performance of duty.
- Discuss the detrimental effect of negative mindset in performance of duty.
- Support with real-life illustrations of both positive and negative approaches.
- Conclude by emphasizing that mindset, not just rules, determines administrative success.

Solution:

- The statement means that although all civil servants are governed by the same rules and procedures, their performance depends heavily on their mindset. A positive officer interprets rules in the interest of public service, while a negative one uses the same rules to justify inaction or avoid responsibility.

Role of Positive Mindset in Successful Performance of Duty:

- **Constructive Interpretation of Rules:** A positive officer focuses on the intent behind the rule and finds ways to apply it for maximum public benefit.
- **Citizen-Centric Approach:** Positive-minded officers show empathy and prioritize outcomes that improve people's lives.
- **Initiative and Innovation:** They actively look for solutions within the system, using rules as a framework for reform rather than limitation.
- **Crisis Management:** In emergencies, they use discretionary powers with accountability to ensure timely action.
- **Team Motivation:** A positive leader uplifts team morale, creating a results-driven and ethical administrative culture.

Detrimental Effect of Negative Mindset in Performance of Duty:

- **Rigid Rule Application:** Officers with a negative mindset follow rules mechanically, ignoring their spirit or the situation's context.
- **Excuse for Inaction:** They use technicalities to delay decisions or avoid responsibilities, especially in complex or sensitive cases.

- **Resistance to Innovation:** They fear failure or accountability and avoid trying new solutions, even when existing methods fail.

Examples:

- **Positive:** IAS Krishnanunni H, as Collector of Erode, launched the Punnagai telemedicine project to connect a remote tribal village with healthcare using wireless technology. This efficient and citizen-centric initiative showcased how a positive and innovative mindset can overcome systemic barriers and deliver real impact.
- **Negative:** During *emergency*, some officers denying ration to poor due to lack of ID.

Conclusion:

- While rules and regulations are common to all officers, it is the **mindset that defines outcomes**. A positive, service-oriented attitude empowers officers to use the system to serve the people, while a negative mindset turns rules into obstacles. In the end, **governance is shaped not just by policies, but by the people who implement them.**

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2. (b) It is believed that adherence to ethics in human actions would ensure in smooth functioning of an organization/system. If so, what does ethics seek to promote in human life? How do ethical values assist in the resolution of conflicts faced by him in his day-to-day functioning?

Approach:

- Introduce the belief that ethics ensures the smooth functioning of systems.
- Explain what ethics seeks to promote in human life.
- Discuss how ethical values help resolve conflicts in daily life and work.
- Support with relevant, simple examples.
- Conclude with the significance of ethics for individual and institutional well-being.

Solution:

- Ethics is often considered the foundation of trust, harmony, and order in any organization or system. When individuals adhere to ethical principles in their conduct, it helps avoid confusion, reduce friction, and ensures fairness – thereby promoting smooth and sustainable functioning.

At a broader level, ethics promotes several vital aspects of human life:

- **Virtues:** Ethics nurtures personal virtues such as Compassion, Honesty, Integrity, Respect, Courage essential for responsible and humane behaviour.
- **Shared Moral Outlook:** Helps individuals align on common standards of right and wrong, enabling collective ethical conduct.
- **Faster Decision-Making:** Provides clarity in morally ambiguous situations, improving administrative efficiency.
- **Social Peace and Harmony:** Reduces selfish or harmful behaviour, fostering mutual respect and coexistence.

Ethical Values Help Resolve Conflicts in Daily Life and Work:

- **Balance Competing Interests:** Ethical reasoning enables individuals to balance personal interest with institutional responsibilities. E.g., A police officer torn between friendship and duty can rely on impartiality and justice to act fairly.
- **Ensure Fair and Objective Decisions:** Values like fairness, transparency, and equality help avoid bias and promote trust. E.g., A public official conducting recruitment chooses merit over recommendation.
- **Prevent Impulsive Reactions:** Ethical values like self-control and empathy encourage reasoned responses over emotional outbursts. E.g., A team leader resolves a conflict calmly instead of reacting harshly, maintaining team cohesion.

Conclusion:

- In a world filled with competing interests and complex dilemmas, ethical values offer a reliable foundation for resolving conflicts, making just decisions, and promoting individual and societal well-being.

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3. What does each of the following quotations mean to you?

(a) Ethics is knowing the difference between what you have the right to do and what is right to do.'-Potter Stewart .

Approach

- Interpret the quote in simple terms.
- Explain the distinction between legal rights and ethical responsibilities.
- Discuss the implications of this distinction in public and personal life.
- Use relevant examples from administration, governance, and daily life.
- Conclude by highlighting the importance of ethical judgment beyond legality.

Solution:

- The quote by Potter Stewart emphasizes that legality and ethics are not always the same. Just because something is legally permissible does not mean it is ethically justified.

Distinction between legal rights and ethical responsibilities:

Aspect	Legal Rights	Ethical Responsibilities
Definition	What one is allowed to do under the law	What one ought to do based on moral judgment
Guiding Principle	Legality and institutional rules	Conscience, values like fairness, compassion, and justice
Moral Content	May permit actions that are ethically questionable	Seeks to uphold what is morally right, even beyond the law

Thus laws set the minimum standard for acceptable conduct, where as ethics calls for a deeper sense of **fairness, compassion, and responsibility**

Implications:

- **In Public Administration:** Ethics balances legal authority with human dignity. Example - A civil servant may legally evict vendors but ethically chooses to offer rehabilitation first.
- **In Business:** Ethics prioritizes long-term responsibility over short-term profit. Example - A company may legally avoid eco-friendly packaging, but ethics demands sustainability over profit
- **In Personal Life:** Ethics moderates legal freedom with emotional intelligence. Example - One may legally speak harsh truths, but ethics calls for restraint and empathy
-



Conclusion:

Ethics begins where the law ends. It is about choosing the morally right path even when the law permits otherwise. As public servants, professionals, or citizens, our actions must be guided not just by what is lawful, but by what is just, kind, and right.

3. (b) “If a country is to be corruption free and become a nation of beautiful minds, I strongly feel there are three key societal members who can make a difference. They are the father, the mother and the teacher.” – Abdul Kalam.

Approach

- Interpret the quote in simple terms.
- Explain the unique role of parents (father and mother) and teachers in moral development.
- Link personal ethics to the vision of a corruption-free, progressive nation.
- Support with relevant and simple examples.
- Conclude with a value-based insight on character-building and nation-building.

Solution:

- The quote by Dr. A.P.J. Abdul Kalam highlights the foundational role of parents and teachers in shaping a nation’s ethical future. It suggests that if a country aspires to eliminate corruption and nurture responsible citizens, the transformation must begin at home and school – the two earliest and most influential institutions in a person's life.

Role of Parents and Teachers in Moral Development:

- **Parents (Father and Mother):**
 - They are a child’s first role models. Through daily actions, they demonstrate honesty, respect, empathy, and responsibility. A child raised in an environment that values truth and discipline internalizes these principles for life.
- **Teachers:**
 - Beyond academic instruction, teachers play a critical role in shaping values like fairness, curiosity, tolerance, and civic responsibility. A teacher who models integrity and impartiality helps students develop a strong ethical compass.

Personal Ethics and Nation-Building:

- When parents and teachers nurture moral values, children grow into citizens who resist corruption, respect laws, and act in public interest. These values are essential for building a corruption-free, inclusive, and progressive society. Laws alone cannot achieve what character-based education can.

Examples:

- A child seeing their mother return excess change learns honesty through action.
- A father refusing to pull strings for personal gain teaches integrity.
- A teacher discouraging unfair exam practices fosters respect for fairness and rules.



Conclusion:

- Dr. Kalam's vision reminds us that nation-building begins with character-building. Ethical families and classrooms are the first schools of democracy and justice. As the saying goes, *"The roots of a nation's greatness lie in the homes of its people."*

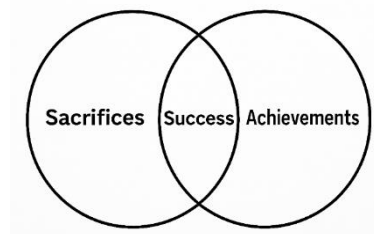
3. (c) "Judge your success by what you had to give up in order to get it." Dalai Lama.

Approach

- Interpret the quote in simple terms.
- Explain how real success is not just about achievements but also the cost at which they come.
- Discuss its relevance in Individual, social, political, governance domain
- Support with relevant examples
- Conclude by explaining true meaning of success.

Solution:

- The quote by the Dalai Lama means that true success is not just about what you gain, but also about what you sacrifice in the process. If success comes at the cost of values, health, relationships, or peace of mind, it may not be worth celebrating.



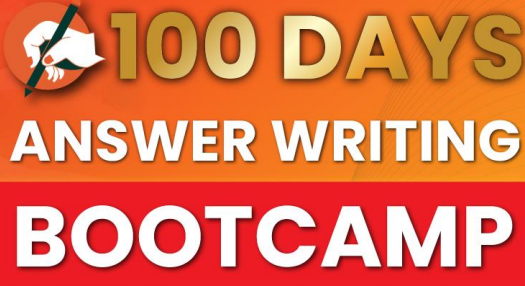
This quote prompts us to look beyond the outcome and reflect on the ethical and personal cost involved in achieving it. People often chase status, wealth, or power, believing these define success. But if that success comes by compromising honesty, neglecting family, or harming others, it creates inner emptiness or social damage. Ethical success, in contrast, uplifts both the individual and society.

Relevance:

- **Individual Level:** A person who achieves career milestones but loses their health or family connection may later regret the imbalance. Example - Ronnie Coleman, a legendary bodybuilder, achieved fame but at the cost of his long-term health due to overtraining and surgeries.
- **Social Level:** When societal success is based on exclusion or inequality, it breeds unrest. Example - The USA's early economic success, built on slavery, left a legacy of racial inequality and social unrest.
- **Political Level:** A politician gaining power through hate or manipulation may win elections but at the cost of public trust. Example - Hitler rose to power through propaganda and hate, leading to short-term dominance but long-term global devastation and moral collapse.
- **Governance Level:** An administrator who meets targets by ignoring due process or exploiting subordinates may achieve short-term results but weakens institutional integrity.

Conclusion:

Real success is not just what we achieve, but also how we achieve it. The Dalai Lama's words remind us to assess success through an ethical lens — ensuring that in the pursuit of our goals, we do not lose what truly matters: integrity, relationships, and inner peace. Only then can success be called meaningful and complete.



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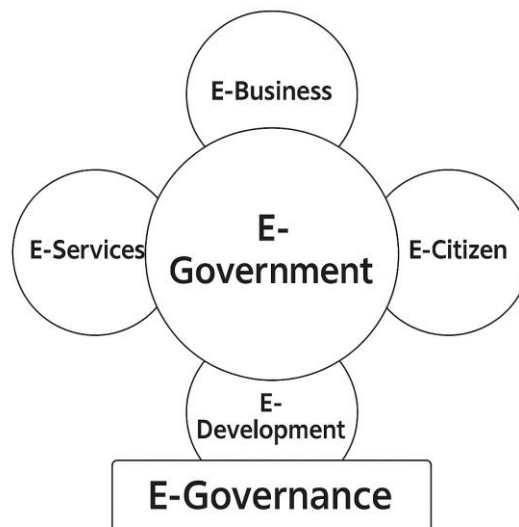
4. (a) What do you understand by term 'good governance'? How far recent initiatives in terms of e-Governance steps taken by the State have helped the beneficiaries? Discuss with suitable examples.

Approach

- Define good governance in simple terms.
- Define e-Governance.
- Discuss recent e-Governance initiatives and their benefits for beneficiaries.
- Discuss some challenges w.r.t. e-governance.
- Conclude with a balanced view.

Solution:

- **Good governance** refers to the efficient, transparent, accountable, participatory, and corruption-free functioning of the state to ensure the equitable and effective delivery of public services. It focuses not just on governing well but on governing ethically and inclusively.
- **E-Governance** on the other hand refers to the use of digital technology to deliver government services, communicate with citizens, and improve administrative processes.



Recent e-Governance Initiatives and Benefits:

Initiative	Key Benefits to Beneficiaries
DigiLocker	Provides secure, paperless access to official documents, reducing physical paperwork and verification delays.
PM-Kisan Portal	Enables real-time tracking of payments to farmers, ensuring direct benefit transfer (DBT) without middlemen.

e-Shram Portal	Registers unorganized workers and links them to social security schemes, integrating them into formal welfare systems.
UMANG App & MyGov Platform	Centralizes citizen services, grievance redressal, and feedback, improving accessibility and government responsiveness.
Bhulekh Portals (Land Records)	Digitizes land records (e.g., in Odisha, Maharashtra), reducing fraud, clarifying ownership, and benefiting farmers.

While e-Governance has significantly improved service delivery, certain challenges remain:

- **Digital Divide:** Many rural and marginalized communities still lack access to reliable internet or digital literacy, limiting the reach of online services.
- **Language and Accessibility Barriers:** Most platforms are in English or Hindi, creating difficulties for non-literate or regional language-speaking users.
- **Data Privacy and Security Risks:** With increased digitization, concerns over misuse of personal data and weak cybersecurity infrastructure are growing.

Conclusion:

- e-Governance has significantly enhanced transparency, efficiency, and citizen empowerment, making governance more accountable and inclusive. For good governance to be truly achieved, the state must combine technology with ethical intent and human-centric policy design.

4. (b) Online methodology is being used for day-to-day meetings, institutional approvals in the administration and for teaching and learning in education sector to the extent telemedicine in the health sector is getting popular with the approvals of the competent authority. No doubt it has advantages and disadvantages for both the beneficiaries and system at large. Describe and discuss the ethical issues involved in the use of online method particularly to vulnerable section of society.

Approach

- Introduce the rise of online methods in governance, education, and health.
- Identify ethical issues involved in online methodologies.
- Give a positive example of use of online method particularly to vulnerable section.
- Conclude with a value-based suggestion to promote ethical, inclusive digital governance.

Solution:

- The increasing use of online methodologies in administration, education, and healthcare – including virtual meetings, e-approvals, e-learning, and telemedicine – reflects a shift toward speed, efficiency, and continuity, especially during emergencies like the COVID-19 pandemic.
- However, while this digital transformation brings many advantages, it also poses ethical challenges, particularly for vulnerable sections such as the elderly, the poor, persons with disabilities, and those in rural or remote areas.

Ethical Issues Affecting Vulnerable Sections:

- **Digital Divide:** Not everyone has access to devices, internet, or digital literacy. *E.g.,* Students in rural areas may be unable to attend online classes, increasing educational inequality.
- **Equity and Fairness:** Universal access cannot be assumed. Policies must ensure inclusion and do not unintentionally exclude the poor or disabled.
- **Informed Consent & Autonomy:** In telemedicine, patients must clearly understand the procedure and consent digitally, which can be difficult for elderly or illiterate users.
- **Privacy and Data Protection:** Online platforms collect sensitive data, yet the vulnerable may not fully understand or control how their information is used. *E.g.,* A patient's health records on a telemedicine platform must be protected from misuse.
- **Accountability and Quality Assurance:** The impersonality of digital platforms can reduce accountability. Errors or neglect may be harder to trace. *E.g.,* Online approvals for welfare schemes may overlook contextual needs without proper field verification.

Case Study

The "Punnagai" telemedicine project, launched by IAS officer Krishnanunni H. in Erode, Tamil Nadu, connected the remote tribal village of Kathirimalai to healthcare services using high-speed wireless technology. It improved healthcare access for a marginalized community with minimal resources. This initiative reflects ethical use of technology – promoting equity, efficiency, and inclusion – and earned the Indian Express Excellence in Governance Award (2020–21) in the healthcare category.

Conclusion:

- The ethical use of online methods requires not just technological adoption but value-driven implementation. Ensuring digital inclusion, fairness, informed consent, data privacy, and accountability is critical – especially for the vulnerable. Technology must serve as a bridge, not a barrier, to ethical governance and inclusive service delivery.

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5. (a) Russia and Ukraine war has been going on for the last seven months. Different countries have taken independent stands and actions keeping in view their own national interests. We are all aware that war has its own impact on the different aspects of society, including human tragedy. What are those ethical issues that are crucial to be considered while launching the war and its continuation so far? Illustrate with justification the ethical issues involved in the given state of affair.

Approach

- Start with a one-line context of the Russia-Ukraine war.
- List ethical principles (based on Just War Theory) that should guide war decisions.
- Highlight key ethical issues in this conflict with concise justification.
- Add a balanced insight into national interest vs ethical responsibility.
- Conclude with a value-based message.

Solution:

- The Russia-Ukraine war, which began in 2022, continues to cause immense human suffering and geopolitical instability. While countries act based on national interests, war must be judged by ethical standards that protect humanity and peace.

Ethical Principles in War:

Principle	Ethical Meaning
Just Cause	War must aim to prevent serious wrongs (e.g., aggression, genocide).
Legitimate Authority	Only recognized states should declare war to ensure accountability.
Last Resort	War should be used only after exhausting peaceful means.
Proportionality	Use of force must be proportional to the threat or harm.
Civilian Protection	Non-combatants must be spared from violence.

Ethical Issues in the Russia-Ukraine War (Pointwise Format):

- **Civilian Harm and Displacement:** The war has resulted in massive loss of civilian lives and the displacement of over 6 million people, violating the ethical principle of protecting non-combatants.
- **Violation of National Sovereignty:** Russia's military aggression undermines Ukraine's territorial integrity, breaching international law and ethical norms of respecting sovereign equality.
- **Global Economic Disruption:** The conflict has led to inflation, food insecurity, and energy crises in vulnerable countries — raising ethical concerns about unintended consequences of war.
- **Impact on Marginalized Groups:** Women, children, and the elderly face disproportionate suffering due to breakdown of basic services and lack of humanitarian access — violating the principle of equity.
- **Forced Conscription and POW Violations:** Allegations of forced military recruitment and mistreatment of prisoners of war highlight violations of ethical standards of dignity and humane treatment.

Conclusion:

War tests not just military strength but the moral character of nations. Countries must protect their interests, but ethical governance demands that actions—even in war—uphold human dignity, truth, and peace. India's neutral stance, coupled with humanitarian aid, reflects an attempt to balance both.

5. (b) Write short notes on the following in 30 words each :

- I. Constitutional morality
- II. Conflict of interest
- III. Probity in public life
- IV. Challenges of digitalization
- V. Devotion to duty

Approach:

- For each term define the concept clearly.
- Explain its significance or application, preferably in public service or governance.
- Give example (wherever possible)

I. Constitutional Morality

- Constitutional morality refers to adherence to the core principles of the Constitution – justice, liberty, equality, and fraternity – beyond mere legal compliance.
- It guides public functionaries to uphold the spirit of the Constitution even when personal or popular sentiments contradict it.
- **Example** - In 2023, Karur Collector T. Prabhushankar ensured Dalits' temple entry through dialogue and legal action, upholding constitutional equality and harmony – earning national recognition.

II. Conflict of Interest

- Conflict of interest arises when a public official's personal interest conflicts with their official duties.
- It threatens impartiality and public trust.
- **Example** - Shyama Charan Gupta, a bidi businessman and MP, was part of a parliamentary panel on tobacco warnings.
- Preventing such situations is essential for clean and fair administration.

III. Probity in Public Life

- Probity means integrity, honesty, and transparency in public service. It demands accountability, avoidance of corruption, and upright conduct from officials.
- Probity enhances public trust and institutional credibility.
- **Example** - Justice Sanjiv Khanna recusing himself from hearing pleas challenging law on CEC appointment due to prior informal views – upheld institutional credibility.

IV. Challenges of Digitalization

- Digitalization, while improving efficiency, poses ethical and governance challenges such as data privacy breaches, exclusion due to digital divide, algorithmic bias, and cyber threats.

- Vulnerable groups often suffer the most.

V. Devotion to Duty

- Devotion to duty means a public servant's unwavering commitment to their responsibilities, even under pressure or hardship.
- It reflects integrity, discipline, and accountability.
- **Example** - IFS officer P. Srinivas combined law enforcement with compassion—building homes for villagers and peacefully tackling Veerappan's gang. He was martyred in service, exemplifying true devotion to duty.

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6. (a) Whistle blower, who reports corruption and illegal activities, wrongdoing and misconduct to the concerned authorities, runs the risk of being exposed to grave danger, physical harm and victimization by the vested interests, accused persons and his team. What policy measures would you suggest to strengthen protection mechanism to safeguard the whistle blower?

Approach

- Define whistleblower and their role in ethical governance.
- Briefly state the threats they face.
- Briefly discuss Limitations in Current Mechanism (e.g., Whistle Blowers Protection Act, 2014).
- Suggest Policy Measures to strengthen protection: Legal, Administrative, Technological, etc
- Conclude with the importance of a safe environment for ethical accountability.

Solution:

- A **whistleblower** is a person who exposes corruption, wrongdoing, or illegal acts within an organization or institution. In public service, whistleblowers play a crucial role in ensuring transparency and integrity.
- However, their moral courage often comes at a personal cost, including threats to life, professional harassment, and social isolation.
- India enacted the Whistle Blowers Protection Act (2014) to offer legal safeguards, but it suffers from gaps – such as lacking provisions for anonymous complaints. The fear of reprisals often deters individuals from coming forward.

To strengthen the protection mechanism, the following **policy measures** are needed:

Measure	Explanation
Legal Strengthening	Amend the Whistle Blowers Act to allow anonymous complaints and ensure time-bound investigation.
Independent Whistleblower Authority	Establish an autonomous body at national/state level to receive, investigate, and protect whistleblowers, ensuring non-interference.
Witness and Whistleblower Protection Program	Strengthen provisions related to - physical protection, relocation, and identity masking.
Penal Provisions Against Retaliation	Strict penalties for anyone found harassing or victimizing whistleblowers within an institution.

Reporting Mechanism	Create a secure online platform for submitting complaints anonymously and tracking them, reducing human interface.
Awareness and Training	Conduct regular workshops within government departments to foster a culture that supports whistleblowing.
Psychological and Legal Support	Provide access to counselling and legal aid to whistleblowers and their families.

- **Real-world Example:** *Satyendra Dubey*, a whistleblower in the NHAI, exposed corruption in highway projects and was murdered in 2003. His case exemplifies the urgent need for robust safeguards.

Conclusion:

- Protecting whistleblowers is vital not only for individual safety but for nurturing a culture of ethical courage and accountability. As **A.P.J. Abdul Kalam** said, *“Courage to think differently and stand up for the right is the key to nation-building.”* Ensuring strong protection will empower more individuals to uphold truth in public life.

6. (b) In contemporary world, corporate sector's contribution in generating wealth and employment is increasing. In doing so, they are bringing in unprecedented onslaught on the climate, environmental sustainability and living conditions of human beings. In this background, do you Responsibility (CSR) is efficient and sufficient enough to fulfill the social roles and responsibilities needed in the corporate work mandated? Critically examine.

Approach

- Briefly explain the growing role of the corporate sector and CSR.
- Show how CSR helps address social/environmental issues with examples.
- Discuss its strength and limitations.
- Suggest the need for deeper ethical commitment beyond CSR compliance.

Solution:

- The corporate sector drives economic growth and job creation, but its expansion often harms the environment and sustainability. Corporate Social Responsibility (CSR) aims to balance profit-making with social and environmental obligations.
- CSR refers to a company's voluntary and legally mandated initiatives aimed at contributing to societal and environmental well-being. In India, the Companies Act, 2013 mandates large corporations to spend at least 2% of their average net profits on CSR activities, including education, health, environment, and rural development.

CSR's Strengths:

- **Encourages Social Investment:** Firms like Tata, Infosys, and ITC have made impactful contributions to health, sanitation, and rural livelihoods.
- **Raises Corporate Accountability:** CSR reporting creates some transparency and compels firms to look beyond profits.
- **Supports Sustainable Practices:** Some companies adopt energy-efficient production or afforestation under CSR.
 - **Example:** ITC's e-Choupal initiative helped improve rural incomes and sustainable farming practices.

CSR's Limitations

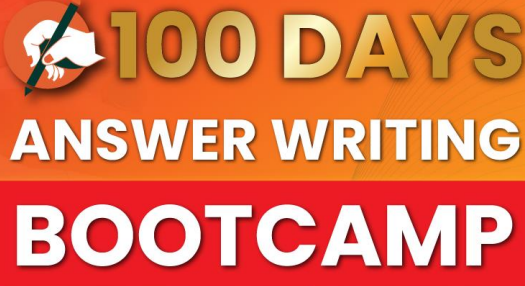
- **CSR is often treated as philanthropy**, not integrated into core business ethics.
- **Greenwashing:** Some companies engage in superficial CSR to mask harmful practices.
- **Reactive, not Preventive:** CSR often compensates for harm already done instead of preventing it in the first place.

- **Lack of Regulatory Enforcement:** CSR spending is often poorly monitored, with minimal penalties for non-compliance.
- **No Checks on Core Business Externalities:** A company may donate to a school while polluting nearby rivers through its operations.

Example: Some mining and manufacturing firms contribute to CSR yet leave behind polluted landscapes and displaced communities.

Conclusion

- While CSR is efficient in channelling funds for good causes, it is not sufficient to ensure ethical corporate behavior or sustainable development. As **Peter Drucker** observed, *“Management is doing things right; leadership is doing the right things.”* Corporate responsibility must evolve beyond compliance to genuine commitment.



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7. Case Study

Prabhat was working as Vice President (Marketing) at Sterling Electric Ltd., a reputed multinational company. But presently the company was passing through the difficult times as the sales were continuously showing downward trend in the last two quarters. His division, which hitherto had been a major revenue contributor to the company's financial health, was now desperately trying to procure some big government order for them. But their best efforts did not yield any positive success or breakthrough.

His was a professional company and his local bosses were under pressure from their London-based HO to show some positive results. In the last performance review meeting taken by the Executive Director (India Head), he was reprimanded for his poor performance. He assured them that his division is working on a special contract from the Ministry of Defence for a secret installation near Gwalior and tender is being submitted shortly.

He was under extreme pressure and he was deeply perturbed. What aggravated the situation further was a warning from the top that if the deal is not clinched in favour of the company, his division might have to be closed and he may have to quit his lucrative job.

There was another dimension which was causing him deep mental torture and agony. This pertained to his personal precarious financial health. He was a single earner in the family with two school-college going children and his old ailing mother. The heavy expenditure on education and medical was causing a big strain to his monthly pay packet. Regular EMI for housing loan taken from bank unavoidable and any default would render him liable for severe legal action.

In the above backdrop, he was hoping for some miracle to happen. There was sudden turn of events. His Secretary informed that a gentleman Subhas Verma wanted to see him as he was interested in the position of Manager which was to be filled by him in the company. He further brought to his notice that his CV has been received through the office of the Minister of Defence.

During interview of the candidate-Subhash Verma, he found him technically sound, resourceful and experienced marketer. He seemed to be well-conversant with tendering procedures and having knack of follow-up and liaising in this regard Prabhat felt that he was better choice than the rest of the candidates who were recently interviewed by him in the last few days.

Subhash Verma also indicated that he was in possession of the copies of the bid documents that the Unique Electronics Ltd. would be submitting the next day to the Defence Ministry for their tender. He offered to hand over those documents subject to his employment in the company on suitable terms and conditions. He made it clear that in the process, the Sterling Electric Ltd. could outbid their rival company and get the bid and hefty Defence Ministry order. He indicated that it will be win-win situation for both-him and the company.

Prabhat was absolutely stunned. It was a mixed feeling of shock and thrill. He was uncomfortable and perspiring. If accepted, all his problems would vanish instantly and he may be rewarded for securing the much awaited tender and thereby boosting company's sales and financial health. He



was in a fix as to the future course of action. He was wonder-struck at the guts of Subhash Verma in having surreptitiously removing his own company papers and offering to the rival company for a job. Being an experienced person, he was examining the pros and cons of the proposal/ situation and he asked him to come the next day.

- a. Discuss the ethical issues involved in the case.
- b. Critically examine the options available to Prabhat in the above situation.
- c. Which of the above would be the most appropriate for Prabhat and why? (Answer in 250 words) 20

Approach

- Provide a short introduction to set the context
- List the stakeholders involved.
- Identify and explain the key ethical issues involved.
- Discuss all the options available to Prabhat with pros and cons.
- Recommend the most appropriate course of action with ethical justification.
- Conclude with a forward-looking ethical insight.

Introduction:

- A corporate executive, under intense pressure to secure a crucial contract amidst personal and organizational challenges, is offered confidential competitor information under unethical terms. The case presents a moral dilemma between achieving success through integrity or compromising values for immediate gain.

Stakeholders involved:

- Prabhat (Vice President, Marketing)
- Sterling Electric Ltd. (the company)
- Executive Director / India Head
- Subhash Verma (job applicant)
- Ministry of Defence
- Unique Electronics Ltd. (rival company)
- Prabhat's family (children and ailing mother)
- Customers and end-users of the defence contract

(a) Ethical Issues Involved:

- **Integrity and Fair Competition:** Accepting rival bid documents would amount to industrial espionage, violating ethical principles of fair competition.
- **Conflict of Interest:** Prabhat's personal financial desperation might bias his professional judgement, compromising objectivity.
- **Corporate Ethics and Reputation:** Using unethical means could damage the company's long-term credibility, despite short-term gain.
- **Legality vs Morality:** While appointing a technically sound candidate is legal, the intent and conditions attached make it morally questionable.
- **Whistleblower Dilemma:** Subhash Verma's offer, though beneficial, is an unethical act, raising concerns about his trustworthiness and future conduct.

(b) Options Available to Prabhat:

Option 1: Appoint Subhash and accept the documents

- **Pros:** Immediate resolution of professional and personal challenges; possible win in tender.
- **Cons:** Violates integrity, encourages unethical behavior, violates deontological by forsaking one's duty, invites legal consequences, and sets a dangerous precedent within the company.

Option 2: Reject Subhash's offer but still consider him based on merit

- **Pros:** Maintains professional process of recruitment; doesn't reward unethical behavior.
- **Cons:** Difficult to trust a candidate who attempted a breach of confidentiality; future risks remain and puts company on slippery slope.

Option 3: Report Subhash's unethical act to higher management or authorities

- **Pros:** Upholds ethical standards, deters future misconduct, protects organizational values, ensures Corporate Social Responsibility.
- **Cons:** Might miss out on an otherwise competent hire; doesn't resolve Prabhat's immediate professional crisis.

(c) Most Appropriate Course of Action:

- Prabhat should reject Subhash's offer and report the incident to the appropriate authority within the company. While the temptation to resolve personal and professional problems through unethical means is strong, upholding integrity is vital. Subhash's actions demonstrate a serious breach of trust, and rewarding such behavior would compromise organizational values and Prabhat's moral standing. Instead, Prabhat should redouble efforts to win the contract through legal and innovative means, while also seeking internal support for his financial and professional challenges.

Conclusion:

- In public and corporate life, success achieved through compromise of ethics is short-lived. As a senior leader, Prabhat must act as a role model and uphold values of honesty, fairness, and transparency. As **Mahatma Gandhi** said, *"You may never know what results come of your actions. But if you do nothing, there will be no result."*

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8. Case Study

Ramesh is State Civil Services Officer who got the opportunity of getting posted to the capital of a border State after rendering 20 years of service. Ramesh's mother has recently been detected cancer and has been admitted in the leading cancer hospital of the city. His two adolescent children have also got admission in one of the best public schools of the town.

After settling down in his appointment as Director in the Home Department of the State, Ramesh got confidential report through intelligence sources that illegal migrants are infiltrating in the State from the neighbouring country. He decided to personally carry out surprise check of the border posts along with his Home Department team. To his surprise, he caught red-handed two families of 12 members infiltrated with the connivance of the security personnel at the border posts. On further inquiry and investigation, it was found that after the migrants from neighbouring country infiltrate, their documentation like Aadhaar Card, Ration Card and Voter Card are also forged and they are made to settle down in a particular area of the State. Ramesh prepared the detailed and comprehensive report and submitted to the Additional Secretary of the State.

However, he has summoned by the Additional Home Secretary after a week and was instructed to withdraw the report. The Additional Home Secretary informed Ramesh that the report submitted by him has not been appreciated by the higher authorities. He further cautioned him that if he fails to withdraw the confidential report, he will not only be posted out from the prestigious appointment from the State capital but his further promotion which is due in near future will also get in jeopardy.

- What are the options available to Ramesh as the Director of the Home Department of the bordering State?
- What option should Ramesh adopt and why?
- Critically evaluate each of the options.
- What are the ethical dilemmas being faced by Ramesh?
- What policy measures would you suggest to combat the menace of infiltration of illegal migrants from the neighboring country? (Answer in 250 words) 20

Approach:

- Provide a short introduction to set the context.
- Discuss all the options available to Ramesh with pros and cons.
- Recommend the most appropriate option with ethical justification.
- Provide policy measures to combat illegal infiltration.
- Conclude with a forward-looking ethical insight.

Introduction:

A public servant, upon discovering systemic wrongdoing, faces institutional pressure to suppress the truth. The situation tests his commitment to integrity against personal and professional risks, highlighting a classic conflict between ethical duty and self-preservation.

Options Available to Ramesh:

Option 1: Withdraw the report as directed:

- *Pros:* Retains current posting, ensures career progression and family stability.
- *Cons:* Compromises integrity, enables systemic corruption, and endangers national security.

Option 2: Stand by the report and escalate the matter through official channels:

- *Pros:* Upholds integrity and public interest, protects national security, sets ethical precedent.
- *Cons:* Risk of punitive transfer, stalled promotion, and personal stress.

Option 3: Leak the report to media or civil society groups:

- *Pros:* Generates public pressure, brings issue into the open.
- *Cons:* Violates service rules, exposes Ramesh to disciplinary action, and risks national security leaks.

Most Appropriate Option:

- The most ethical and sustainable course is **Option 3: Stand by the report and escalate through proper administrative and legal channels**. Ramesh should report to higher constitutional authorities like the Chief Secretary or State Vigilance Commission. This upholds constitutional values, national security, and public trust. While it may pose short-term hardships, it aligns with civil service values of integrity, courage, and rule of law.

Policy Measures to Combat Illegal Infiltration:

- **Border Security Strengthening:** Use of smart surveillance technologies like drones and thermal sensors.
- **Strict Personnel Accountability:** Surprise inspections, regular audits, and tough penalties for collusion.
- **Integrated Identity Verification:** Centralized systems to prevent duplication and forgery of IDs.
- **Fast-Track Investigations and Trials:** Special courts for speedy prosecution of infiltration and forgery cases.
- **Public Awareness and Community Policing:** Encourage local vigilance in border areas.
- **Coordination Among Agencies:** Real-time data sharing between intelligence, police, and administrative departments.

Conclusion:

- Ramesh's situation exemplifies the real-world ethical challenges civil servants face. Upholding integrity in the face of adversity strengthens the democratic fabric and protects national interest. As Sardar Patel once said, "*A civil servant must be guided by the rule of law and the spirit of service, not by fear or favour.*" Ramesh must act as a custodian of public trust and constitutional morality.

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9. Case Study

The Supreme Court has banned mining in the Aravalli Hills to stop degradation the forest cover and to maintain ecological balance. However, the stone mining to still prevalent in the border district of the affected State with connivance of certain corrupt forest officials and politicians.

Young and dynamic SP who was recently posted in the affected district promised to himself to stop this menace. In one of his surprise checks with his team, he found loaded truck with stone trying to escape the mining area. He tried to stop the truck but the truck driver overrun the police officer, killing him on the spot and thereafter managed to flee. Police filed FIR but no breakthrough was achieved in the case for almost three months.

Ashok who was the Investigative Journalist working with leading TV channel, suo moto started investigating the case. Within one month, Ashok got breakthrough by interacting with local people, stone mining mafia and government officials.

He prepared his investigative story and presented to the CMD of the TV channel. He exposed in his investigative report the complete nexus of stone mafia working with blessing of corrupt police and civil officials and politicians.

The politician who was involved in the mafia was no one else but local MLA who was considered to be very close to the Chief Minister. After going through the investigative report, the CMD advised Ashok to drop the idea of making the story public through electronic media. He informed that the local MLA was not only the relative of the owner of the TV channel but also had unofficially 20 percent share in the channel. The CMD further informed Ashok that his further promotion and hike in pay will be taken care of in addition the soft loan of 10 lakhs which he has taken from the TV channel for his son's chronic disease will be suitably adjusted if he hands over the investigative report to him.

- What are the options available with Ashok to cope up with the situation?
- Critically evaluate/examine each of the options identified by Ashok.
- What are the ethical dilemmas being faced by Ashok?
- Which of the options, do you think, would be the most appropriate for Ashok to adopt and why?
- In the above scenario, what type of training would you suggest for police officers posted to such districts where stone mining illegal activities are rampant? (Answer in 250 words) 20

Approach:

- Provide a short introduction to set the context.
- Discuss all the options available to Ashok with pros and cons.
- Recommend the most appropriate option with ethical justification.
- Provide Training suggestion for Police Officer.

- Conclude with a forward-looking ethical insight.

Introduction:

A journalist committed to truth and justice uncovers a serious issue involving public interest but is pressured to suppress it. This case presents a clash between professional ethics and personal hardship. The situation tests one's ability to uphold ethical values despite institutional pressure and personal vulnerability.

Options Available to Ashok:

Option 1: Give in to the CMD's request and suppress the story:

- *Pros:* Protects his financial stability, ensures promotion, and secures his son's medical treatment.
- *Cons:* Betrays journalistic ethics, enables corruption, and denies justice to the slain police officer.

Option 2: Go ahead and publish the story despite CMD's opposition:

- *Pros:* Upholds public interest, supports justice, and adheres to ethical journalism.
- *Cons:* Risk of losing job, retaliation from powerful political forces, and financial insecurity.

Option 3: Leak the report to another independent media platform or trusted journalist:

- *Pros:* Ensures story reaches the public while protecting Ashok's identity to some extent.
- *Cons:* Breach of professional conduct, possible backlash if discovered, and loss of control over narrative.

Option 4: Approach a statutory or independent body (like Press Council or Lokayukta):

- *Pros:* Raises the issue through legal channels without breaching service rules.
- *Cons:* Slow resolution, less public visibility, and may still attract internal retaliation.

Most Appropriate Option with Justification:

- The most ethical and impactful choice would be Option 2: Publish the story with supporting evidence.
- Ashok's duty as a journalist is to serve the public interest, expose injustice, and strengthen democratic accountability. Upholding the truth will not only honour the memory of the slain police officer but also contribute to breaking the nexus of illegality and corruption. Financial hardship is real, but it should not outweigh the larger ethical obligation to society and to professional integrity.

Ethical Dilemmas Faced by Ashok:

- **Truth vs Loyalty:** Tension between professional truth-telling and loyalty to the employer.
- **Public Interest vs Personal Welfare:** Risk to career and family vs justice for society.
- **Transparency vs Confidentiality:** Whether to disclose sensitive findings despite institutional pressure.
- **Moral Duty vs Emotional Pressure:** Responsibility as a journalist vs concern for his son's medical needs.

Training Suggestions for Police Officers in Such Districts:

- **Ethics and Integrity Training:** Scenario-based modules focusing on resisting bribes and external influence.
- **Whistleblower Support Systems:** Ensuring safe channels for reporting internal corruption.
- **Legal Literacy and Enforcement Protocols:** Strengthening understanding of environmental and mining laws.
- **Community Engagement Training:** Empowering officers to collaborate with local communities for intelligence gathering.
- **Crisis and Stress Management:** Helping officers handle pressure and threats effectively in high-risk districts.

Conclusion:

- Ashok's situation reflects the challenging reality of choosing between convenience and conscience. Ethical journalism is the backbone of a healthy democracy. By choosing to publish the truth, Ashok not only serves justice but restores public faith in institutions. As **Albert Einstein** said, *"The world will not be destroyed by those who do evil, but by those who watch them without doing anything."*

10. Case Study

You have done MBA from a reputed institution three years back but could not get campus placement due to COVID-19 generated recession. However, after a lot of persuasion and series of competitive tests including written and interview, you managed to get a job in a leading shoe company. You have aged parents who are dependent and staying with you. You also recently got married after getting this decent job. You were allotted the Inspection Section which is responsible for clearing the final product. In first one year, you learnt your job well and was appreciated for your performance by the management.

The company is doing good business for last five years in domestic market and this year it is decided even to export to Europe and Gulf countries. However, one large consignment to Europe was rejected by their Inspecting Team due to certain poor quality and was sent back. The top management ordered that ibid consignment to be cleared for the domestic market.

As a part of Inspecting Team, you observed the glaring poor quality and brought to the knowledge of the Team Commander. However, the top management advised all the members of the team to overlook these defects as the management cannot bear such a huge loss.

Rest of the team members except you promptly signed and cleared the consignment for domestic market, overlooking glaring defects. You again brought to the knowledge of the Team Commander that such consignment, if cleared even for domestic market, will tarnish the image and reputation of the company and will be counter-productive in the long run. However, you were further advised by the top management that if you do not clear the consignment, the company will not hesitate to terminate your services citing certain innocuous reasons.

- Under the given conditions, what are the options available to you as a member of the Inspecting Team?
- Critically evaluate each of the options listed by you.
- What option would you adopt and why?
- What are the ethical dilemmas being faced by you?
- What can be the consequences of overlooking the observations raised by the Inspecting Team? (Answer in 250 words) 20

Approach:

- Provide a short introduction to set the context.
- Discuss all the options available to me as a member of the Inspecting Team with pros and cons.
- Recommend the most appropriate option with ethical justification.
- Discuss the ethical dilemma that are faced by me.
- Consequences of overlooking the observations raised by the Inspecting Team.

- Conclude with a forward-looking ethical insight.

Introduction

- In a professional environment, individuals may often face ethical challenges where personal well-being comes into conflict with organizational expectations. This case presents a situation where the integrity of quality assurance is at stake, and the decision made will have far-reaching implications for public trust, professional ethics, and future credibility.

Options Available

Option 1: Comply and Sign Under Pressure

- *Pros:* Secures job and family's financial stability; avoids immediate confrontation.
- *Cons:* Compromises professional ethics; risks long-term brand credibility and customer trust.

Option 2: Negotiate for Reprocessing or Grading the Products

- *Pros:* Provides a pragmatic solution; reduces loss while safeguarding some level of quality.
- *Cons:* May still fall short of required standards; needs buy-in from top management.

Option 3: Refuse to Sign and Report to Consumer Authority

- *Pros:* Upholds consumer rights, protects public health and brand reputation, aligns with professional integrity.
- *Cons:* May result in termination, personal financial hardship, and industry blacklisting.

Option 4: Resign and Whistleblow

- *Pros:* Full ethical accountability; sends a strong message against corporate malpractice.
- *Cons:* Financial uncertainty; may impact future employment; whistleblowers often face retaliation.

Most Appropriate Option and Justification

- The most appropriate course of action is to refuse to sign the clearance and escalate the matter to an external consumer protection authority if internal mechanisms fail. This aligns with professional integrity, ensures consumer safety, and upholds long-term brand reputation. While the consequences may be harsh in the short run, protecting the larger interest of the public and maintaining personal ethical credibility must take precedence.

Consequences of Overlooking the Observations

- **Loss of Consumer Trust:** Poor quality may lead to injuries, dissatisfaction, and loss of loyal customers.

- **Legal Action:** Consumer lawsuits and penalties from quality regulatory bodies.
- **Brand Damage:** Reputational loss could affect not just domestic but future export ventures.
- **Internal Demoralization:** Sets a bad precedent for ethical compromise across the organization.
- **Personal Regret:** Long-term guilt and moral conflict for compromising one's professional duty.

Conclusion

- Ethical choices define the character of both individuals and institutions. In moments of crisis, it is not comfort but conscience that must guide action. Upholding professional integrity, even at personal cost, fosters trust, accountability, and sustainable success in the long run.

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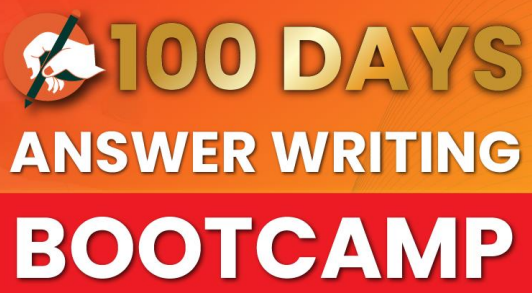
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11. Case Study

Rakesh was working as a Joint Commissioner in Transport department of a city. As a part of his job profile, among others, he was entrusted with the task of overseeing the control and functioning of City Transport Department. A case strike by drivers' union of City Transport Department over the issue of compensation to a driver who died on duty while driving the bus came up before him for decision in the matter.

He gathered that the driver (deceased) was plying Bus No. 528 which passed through busy and congested roads of the city. It so happened that near an intersection on the way, there was an accident involving the a middle-aged man. It was found that there was altercation between the driver and the car driver. Heated arguments between them led to fight and the driver gave him a blow. Lot of passerbys had gathered and tried to intervene but without success. Eventually, both of them were badly injured and profusely bleeding and were taken to the nearby hospital. The driver succumbed to the injuries and could not be saved. The middle-aged driver's condition was also critical but after a day, he recovered and was discharged.

Police had immediately come to the spot and FIR was registered. Police investigation revealed that the quarrel in was started by the bus driver and he had resorted to physical violence. There exchange of blows between them.

The City Transport Department management is considering of not giving any extra compensation to the driver's (deceased) family. The family is very aggrieved depressed and agitated against the discriminatory and non-sympathetic approach of the City Transport Department management. The bus driver (deceased) was 52 years of age, was survived by his wife and two school-college going daughters. He was the sole earner of the family.

The City Transport Department workers' union took up this case and when found no favourable response from the management, decided to go on strike. The union's demand was two fold. First was full extra compensation as given to other drivers who died on duty and secondly employment to one family member. The strike has continued for 10 days and the deadlock remains.

- What are the options available to Rakesh to meet the above situation?
- Critically examine each of the options identified by Rakesh
- What are the ethical dilemmas being faced by Rakesh?
- What course of action would Rakesh adopt to diffuse the above situation? (Answer in 250 words) 20

Approach:

- Provide a short introduction to set the context.
- Discuss all the options available to Rakesh with pros and cons.
- Discuss the ethical dilemma that are faced by me.

- Recommend the most appropriate course of action Rakesh should adopt with ethical justification.
- Conclude with a forward-looking ethical insight

Answer

Introduction

- In public administration, ethical decision-making often involves balancing institutional rules with human empathy. In this case, Rakesh faces the dual responsibility of ensuring justice and organizational discipline, while addressing the emotional and economic needs of a bereaved family and diffusing an ongoing strike.

Options Available to Rakesh

Option 1: Reject Compensation

- *Pros:* Upholds discipline, deters future misconduct.
- *Cons:* Appears insensitive, may escalate strike, affects family welfare.

Option 2: Grant Compensation and Job

- *Pros:* Shows compassion, may end strike, supports family stability.
- *Cons:* Sets risky precedent, may be seen as ignoring misconduct.

Option 3: Departmental Inquiry

- *Pros:* Procedural fairness, ensures facts are well-evaluated.
- *Cons:* Delays resolution, doesn't provide immediate relief.

Option 4: Mediated Settlement

- *Pros:* Addresses all parties' concerns, de-escalates conflict, promotes ethical compromise.
- *Cons:* May be viewed as bureaucratic delay if not handled empathetically.

Ethical Dilemmas Faced by Rakesh

- **Rule Compliance vs Compassion:** Strict adherence to rules vs recognizing humanitarian distress.
- **Precedent vs Individual Justice:** Risk of moral hazard vs situational fairness.
- **Institutional Integrity vs Public Sympathy:** Protecting the image of the department vs upholding public service ethics.
- **Collective Good vs Individual Case:** Preventing disruption of public transport vs resolving one family's grievance.

Most Appropriate Course of Action

- Rakesh should **initiate an internal inquiry** to formally assess the incident while also **pursuing a mediated settlement** with the union to provide **compensation** and **non-permanent job assistance**, such as contractual employment or educational support to the daughters. This course balances **institutional ethics** with **compassionate governance**. It ensures that a tragic death is not treated inhumanely while maintaining organizational credibility.

Conclusion

- Effective public service leadership requires sensitivity to both rules and the human cost of decisions. Rakesh must act with fairness and empathy, setting an example of ethical governance. A compassionate, well-reasoned solution will diffuse tension and restore institutional trust.

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12. Case Study

You are appointed as an officer heading the section in Environment Pollution Control Board to ensure compliance and its follow-up. In that region, there were large number of small and medium industries which had been granted clearance. You learnt that these industries provide employment to many migrant worker. Most of the industrial units have got environmental clearance certificate in their possession. The environmental clearance seeks to curb industries and projects that supposedly hamper environment and living species in the region, But in practice most of these units remain to be polluting units in several ways like air, water and soil pollution. As such, local people encountered persistent health problems.

It was confirmed that majority of the industries were violating environmental compliance. You issued notice to all the industrial units to apply for fresh environmental clearance certificate from the competent authority. However, your action met with hostile response from a section of the industrial units, other vested interest persons and a section of the local politicians.

The workers also became hostile to you as they felt that your action would lead to the closure of these industrial units, and the resultant unemployment will lead to insecurity uncertainty in their livelihood. Many owners of the industries approached you with the plea that you should not initiate harsh action as it would compel them their units, and cause huge financial loss, shortage of their products in the market. These would obviously add to the sufferings of the labourers and the consumers alike. The labour union also sent you representation requesting against the closure of the units. You simultaneously started receiving threats from unknown corners. You however received supports from some of your colleagues, who advised you to act freely to ensure environmental compliance. Local NGOs also came to your support and they demanded the closure of the polluting units immediately.

- What are the options available to you under the given situation?
- Critically examine the options listed by you.
- What type of mechanism would you suggest to ensure environmental compliance?
- What are the ethical dilemmas you faced in exercising your option?(Answer in 250 words)

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Approach:

- Provide a short introduction to set the context.
- Discuss all the options available to me with pros and cons.
- Suggest mechanism to ensure environmental compliance
- Discuss the ethical dilemma that are faced by in exercising my option.
- Choose from the option with justification.
- Conclude with a forward-looking ethical insight

Introduction:

- As an officer in the Environment Pollution Control Board, the key responsibility is to balance economic development with ecological sustainability. The case presents a situation where a large number of small and medium industries, while providing employment, are violating environmental norms and causing serious harm to public health and natural resources. The challenge is to enforce compliance without triggering mass unemployment or unrest.

Options Available:

Option 1: Comply with pressure and ignore violations.

- Pros: Maintains peace with all stakeholders, avoids conflict or retaliation.
- Cons: Violates legal duty, harms public health and environment, sets a poor precedent.

Option 2: Take strict punitive action and shut down all violating units.

- Pros: Upholds rule of law, deters future violations, protects ecological integrity.
- Cons: Triggers mass unemployment, unrest among workers, and political backlash; possible threats to personal safety.

Option 3: Adopt a phased compliance strategy while maintaining enforcement credibility.

- Pros: Balances legal obligation with livelihood concerns, builds public trust, and avoids abrupt disruption.
- Cons: Requires continuous monitoring and could be seen as being lenient in face of serious violations.

Mechanism to Ensure Environmental Compliance:

- **Graded Penalty System:** Fines and closure notices based on severity of violation.
- **Third-party Environmental Audits:** Regular, independent checks with public disclosure.
- **Incentives for Green Technology Adoption:** Subsidies or tax relief for eco-friendly upgrades.
- **Compliance Monitoring App:** Real-time digital reporting and grievance redressal.
- **Community Reporting Mechanism:** Empower locals and NGOs to report violations.
- **Capacity Building Workshops:** Help industries understand and implement norms.

Ethical Dilemmas Faced:

- **Rule of Law vs Livelihoods:** Upholding environmental law vs risking unemployment.
- **Public Interest vs Political Pressure:** Acting in public health interest vs political and industrial threats.
- **Short-Term Welfare vs Long-Term Sustainability:** Economic distress now vs irreversible ecological harm.
- **Professional Integrity vs Personal Risk:** Maintaining impartiality vs facing intimidation.

I would choose **Option 4: Adopt a phased compliance strategy while maintaining enforcement credibility.** Since it balances environmental protection with economic stability. It allows industries to rectify violations without abrupt closures, protects livelihoods, and maintains enforcement credibility. This approach is practical, ethical, and reduces hostility from all stakeholders.

Conclusion:

- Enforcing environmental compliance demands courage, compassion, and creativity. The goal must be to protect ecology without dismissing human livelihood concerns. A balanced strategy – firm on law but sensitive in execution – can build trust, drive sustainable practices, and serve as a model for responsible governance. As Gandhi said, *“The earth provides enough to satisfy every man's needs, but not every man's greed.”*

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