

# NEXT IAS

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Registration Number : ..... Date of Examination : 01/12/2020

Exam Centre : Old Rajinder Nagar

Saket

Online

## All India GS Mains Test Series - 2020 (Module-5)

Test-4

GENERAL STUDIES | Paper-IV  
ETHICS

### GENERAL INSTRUCTIONS

This Question-cum Answer (QCA) Booklet contains 56 pages. Immediately on receipt of the booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.

Candidates must read the instructions on this page and the following pages carefully before attempting the paper.

Candidates should attempt the questions strictly in accordance with the instructions specified in the question paper and in the space prescribed under each question in the booklet. Any answer written outside the space allotted may not be given credit.

Question paper will be provided separately and can be taken by the candidates after conclusion of the exam.

SUBJECT/PAPER  
GENERAL STUDIES

Invigilator's Sign. : .....

(For filling by Examiners only)

Q.No.	Page No.	Maximum Marks	Marks	Total	Signature	Q.No.	Page No.	Maximum Marks	Marks	Total	Signature				
1.(a)	6	10				6.(a)	26	10							
1.(b)	8	10				6.(b)	28	10							
2.(a)	10	10				6.(c)	30	10							
2.(b)	12	10				7	32	20							
3.(a)	14	10				8	36	20							
3.(b)	16	10				9	40	20							
4.(a)	18	10				10	44	20							
4.(b)	20	10				11	48	20							
5.(a)	22	10				12	52	20							
5.(b)	24	10													
<b>GRAND TOTAL</b>															

EVALUATION INDICATORS		Remarks			
		Excellent	Good	Average	Needs Improvement
Content	Relevance				
	Economy of words				
	Examples/Current Linkages				
Presentation	Language				
	Structure				
	Sequencing				
	Novelty				

Observations

Section - A

Observations

Section - B

## IMPORTANT INSTRUCTIONS

CANDIDATES SHOULD READ THE UNDERMENTIONED INSTRUCTIONS CAREFULLY. VIOLATION OF ANY OF THE INSTRUCTIONS MAY LEAD TO PENALTY.

### DONT'S

1. Do not write your name or registration no. anywhere inside this Question-cum-Answer Booklet.
2. Do not write anything other than the actual answers to the questions anywhere inside your QCA Booklet.
3. Do not tear off any leaves from your QCA Booklet, if you find any page missing do not fail to notify the supervisor/invigilator.
4. Do not leave behind your QCA Booklet on your table unattended, it should be handed over to the invigilator after conclusion of the exam.

### DO'S

1. Read the Instructions on the cover page and strictly follow them.
2. Write your registration number and other particulars, in the space provided on the cover of QCA Booklet.
3. Write legibly and neatly. Do not write in bad/illegible handwritings.
4. For rough notes or calculation, the last two blank pages of this booklet should be used. The rough notes should be crossed through afterwards.
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## QUESTION PAPER SPECIFIC INSTRUCTIONS

(Please read each of the following instructions carefully before attempting questions)

*There are TWELVE questions divided in two sections and printed in ENGLISH.*

*All the questions are compulsory.*

*The number of marks carried by a question is indicated against it.*

*Answers must be written in the medium authorized in the Admission Certificate which must be stated clearly on the cover of this Question-cum-Answer Booklet in the space provided. No marks will be given for answer written in a medium other than the authorized one.*

*Word limit in questions, wherever specified, should be adhered to.*

*Any page or portion of the page left blank in Question-cum-Answer Booklet must be clearly struck off.*

Section-A

Q.1 (a) Accountability without autonomy is meaningless. Discuss the need for accountable autonomy for regulating authorities in India. (150 words)

10

Accountability is the answerability and responsibility of a moral agent or administrator to meet ethical ends. Autonomy is the independence in functional matters. Hence autonomy is desired to be qualified by accountability.

Accountability without autonomy is meaningless

- ① It will merely degenerate into license to do whatever one likes, if autonomy is unfettered.
- ② Accountability with restrictions will curb:
  - 2.1) risk taking aptitude
  - 2.2) lack of innovativeness
  - 2.3) going beyond professional call.

et Bureaucracy is alleged to be risk averse due to accountability to CA, WC, CC without autonomy

Need for accountable autonomy for  
regulating authorities

- ① Regulating authorities are appointed or nominated bodies and thus unelected. Whereas Government is elected, therefore it ensures their accountability towards people.
  - eg. RBI, SEBI, PFRDA, IRDA's and government.
  - eg. Election commission. independent but accountable.
- ② They should have professional probity and excellence which demands autonomy.
- ③ Accountability ensures that gap between democracy and administration is reduced.

Therefore both are correlative and mutually co-extensive. Unaccountable autonomy is undesirable and unaccountable autonomy is useless.

- Q.1 (b) Discuss how Laws and conscience achieve their objective as sources of ethical guidance in administration. Illustrate how the two differ in their approaches. (150 words)

10

Laws are the statement of reason and conscience is inner guiding principle. Both provide ethical guidance in administration.

How they achieve their objective in administration?

① Laws:

- 1-1) They are objective and external source of guidance  
of not crossing red light
- 1-2) Diminish scope of discretion & therefore of corruption.
- 1-3) Justiciable and enforceable in court of law. Hence an element of force is present

② Conscience:

- 2-1) Inner subjective principle.
- 2-2) Comes to service when

laws are inadequate in a particular situation

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eg. competitive priorities between spending fund on road development or tribal welfare.

eg. arranging social assistance in a scheme for a poor widow who is ineligible in scheme criteria.

## Difference in their approaches

- ① laws are punishment centric and coercive. conscience is positive principle and carries conviction.
- ② laws are never exhaustive while conscience can cover any area of moral dilemma.

Despite differences an administrator should use both to ensure (Su-raj) good governance for welfare of all.

- Q.2 (a) Ensuring integrity in the administration slows down the pace of decision making and decreases efficiency. Critically examine the statement with suitable examples. (150 words) 10

Integrity is the highest virtue of being consistent in honesty, rectitude and uprightness.

ef. Durga Shakti Nagpal (IAS) against sand mining mafia (faced suspensions).

Ensuring integrity slow down pace of decision making and efficiency

(i) Arguments for

- ① Integrity entails procedural correctness and probidity which may delay outcome.
- ② more procedure oriented than outcome oriented. And procedures are lengthy, which causes delay.

ef. typical EIA process for a mining project takes time but if quick approval are taken, though it will be efficient but will lack integrity.

ef. wayanad Highway EIA case.

- ⑤ It upholds means correctness i.e.  
Kantian deontology.

(ii) Arguments Against

- ① Means justifies the end. Quick results  
flouting the procedures may not  
always be good.
- eg. DISHA rape case - encounter  
of convict by police in under  
enquiry (Judicial trial did not  
happen)
- ② Integrity is more important than  
efficiency to ensure larger good and  
societal interest.
- eg. Law of Transgender protection  
has to be taken for amendment  
due to quick drafting.

Though both should  
be balanced. Integrity should not become  
synonym to inefficiency. We need to find  
Aristotelian Golden mean.

- Q.2 (b) The concept of Corporate Social Responsibility can be realised in true spirit by applying Gandhi's trusteeship principle. Examine. (150 words)

10

Corporate social responsibility (CSR) is an ethical principle that makes corporate more humane. They have to allocate 2% of net profit of previous 3 years' average for socially responsible works. e.g. poverty alleviation, addressing hunger and education.

CSR can be realised with Gandhian trusteeship model

- ① Gandhian trusteeship model - called for welfare and communitarianism.

Owners of industry should take only that much which is necessary for sustenance and rest should be distributed within society.

- ② CSR in present times is mixed with challenges :-

2.1) lopsided focus to those social

areas which are quantifiable.  
of CSR funds to education and  
health than malnutrition.

2.2) It is concentrated in industrial  
locations only, unbalanced regional  
approach.

2.3) Only a token approach and not  
taking up complete responsibility.

③ Hence trusteeship will change the  
very outlook towards CSR by  
reducing profit motive and engaging  
in welfare motive.

Gandhiji held that  
commerce without morality is a social  
sin. CSR imbued with  
trusteeship will ensure  
social justice.



- Q.3 (a) In the context of success of recent reservation policies in India, examine the distributive justice principle of John Rawls. (150 words)

10

John Rawls, distributive principle entailed distribution of resources by putting a veil of ignorance and apply two criterias:-

- ① Equality principle - everyone should have right to most extensive liberty compatible to that of others.
- ② Difference principle - inequality can only be justified if it is for the marginalised.

In this context, success of reservation policies

- ① SC, ST, OBC, PwD, women reservation has ensured social justice and social mobility.
- ② They have ensured social assistance to vulnerable section as mandated

in DPSP-46 of Constitution.

③ Reservation policies are positive discrimination which ensure not just equality of opportunity but also equality of adequate and appropriate opportunity.

④ Aristotle said, "Equals should be treated equally and unequals unequally". Injustices arise when equals are treated unequally.

Here reservation policies ensure equality with equity and therefore justice.

⑤ PDS (Food), RTE (Education), Ayushman Bharat (Health), electricity (Saubhagya), financial inclusion - (Jan Dhan).

Justice is what answers to whole of goodness. Reservation is the means and Just society an end.

Q.3 (b) Discuss the ethical issues involved in International dynamics of global commons. (150 words) 10

Global commons are global resources on which every nation-state has equal right.

e.g. space, ocean, glaciers in polar regions, cyberspace etc.

Ethical issues in international dynamics of global commons

- ① mightiest gets the right to exploit more - against equality principle
  - e.g. USA, Russia, China - engaging in weaponisation of space.
- ② Utilitarianism for self-citizen and country interests.
  - e.g. Japan came out of whaling commission, to continue whale fishing in hitherto prohibited areas.
- ③ Ethical egoism and not altruism
  - e.g. Humanitarian aid for the

disaster relief.

④ Global peace - a matter of common interest with divergent tactics.

4.1) Xenophobia, protectionism (USA).

4.2) Brexit (UK) - against trade equity

4.3) WTO, WHO, IMF reform - long pending.

4.4) UNSC - reflects WWII power equations. veto make it undemocratic.

⑤ Nuclear non-proliferation (NPT, CTBT) are exclusionary clubs.

⑥ Environmental justice - Paris deal target - are unmet - flouting the (CBDR-RC) - common but differentiated responsibility.

However, ethics is the science of morality without which humanity is directionless. Hence global ethical governance is must.

- Q.4 (a) "A small number of Information Technology (IT) designers have a large influence on people's thoughts and choices". In the context of above statement discuss the need of Chief Ethics Officer to address negative consequences of tech advances in IT companies. (150 words) 10

IT designers make codes for programmes which have psychological impacts on users. Sometimes through nudge dynamics or deliberate choice architecture. This calls for regulation through chief ethics officer (CEO).

Need for CEO to address negative consequences of tech advances in IT companies

- ① CEO will ensure creative freedom with social responsibility.
- ② Any psychological intrusion is against human right for self-determination. Thus CEO will ensure accountability in IT coding.

③ Upcoming Industrial revolution 4.0 will usher greater autonomous and interconnected devices which will increase requirement of CEO.

3.1) The trolley problem - autonomous vehicles - who to save driver or pedestrian?

3.2) Genomics - human cloning, designer babies?

3.3) Elections - Psychometric targeting case of Cambridge analytica.

3.4) data privacy as a right to life - (SC in Puttaswamy judgment), during cloud computing.

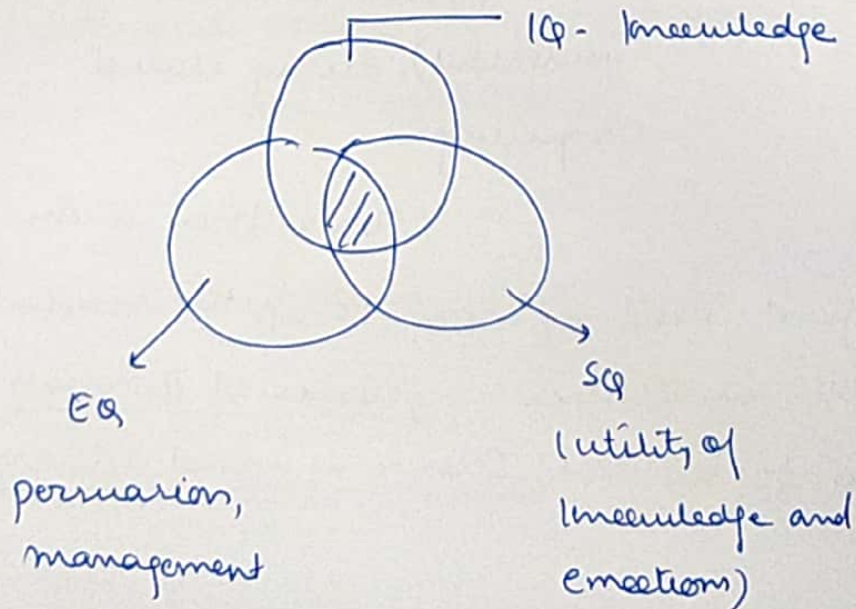
Hence, there is an urgent need of CEO to instill accountability in science. Science of discovery has to become Science of ethical delivery.

Q.4 (b) Differentiate between Intelligence Quotient (IQ), Emotional Quotient (EQ) and SQ - the Social Quotient, and why SQ is the future? (150 words) 10

IQ is predominantly concerned with aptitude, genius, intellect and knowledge, expertise.

EQ as per Daniel Goleman is about self-awareness and self-regulation for social awareness and social regulation for meeting desirable ends.

SQ, on the other hand combines the IQ with EQ to produce 'socially relevant intelligence regulated by emotion.'



Why SQ is the future?

① In hierarchical gradation of future required attributes - SQ is at top most position due to its utility and relevante.

② Autonomous, tech-savy and post-modern society needs to be dealt with social intelligence as mere IQ will fail and EQ will be inadequate.

eg. Chetan Singh Rathore (IPS)  
Sang National Anthem to allay anti-CAA protests.

eg. Ajit Dorval talking to J&K locals to mitigate radicalisation -

③ Plural society, individualism and rationalism may tend to lead to disintegration. SQ will save our unity from fragmentation.

Ethos of unity with diversity and companionate society are unattainable without SQ.

- Q.5 (a) Given the limited avenues for the government to source its revenue and larger responsibility of welfare and development, proper utilization of public funds is of vital importance. Discuss four values in public service important for improving utilization of public funds. (150 words) 10

Resource crunch and welfare magnification necessitates proper utilization of public funds.

Four values in public service important for improving the same:-

### ① Integrity

- 1.1) It ensures the rectitude and honesty.
- 1.2) It curbs corruption and embezzlement of funds.
- 1.3) It ensures welfare goals are not compromised.

eg: e-governance tool like GeM, NAM ensures this.

### ② Probity

It is higher virtue of honesty, integrity and not merely avoidance of bad conduct

- 2.1) It ensure procedural integrity.
- 2.2) It is process-focused and not end-focused.

ex. Probity of PFMS to release MAMREGA funds.

### ③ Justice

It is the chief value within administration

3.1) Ensures equality and equitable distribution of funds.

3.2) Enables redistributive justice and substantive justice.

ex. enhanced allocation for SC/ST/women in MDRRA loan.

### ④ Selflessness

For valuing other's interest over one's own.

4.1) Demeolates deviation towards marginalised.

4.2) Nishkam Karma ensure no self-acquisitiveness.

Quality of public service delivery is essential for the ethia of public fund management

Q.5 (b) Analyse role of probity and accountability in good governance. (150 words)

10

Both qualities are the cardinal features and life blood of good governance. They are the means which ensure end of welfare of all.

### Role of probity in good governance

- ① Ensures procedural integrity.
- ② It is Kantian deontology, and process-focused principle.
- ③ It prevents corruption and nexus between bureaucrats, politicians, businessmen.
- ④ It ensures objectivity and quality of service delivery.

cf Probity of E. Sreedharan on timely completion of metro project.

cf Probity of U. Sagayam in declaring his assets.

Role of accountability in good governance

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- ① It ensures accountability and responsibility towards public and political leadership.
  - ② It is essential for transparency and citizen-centric governance.
  - ③ It promotes efficiency of work and economy of expenditure for an inclusive governance paradigm.
    - 4. accountability of RBI to government.
    - 4. accountability of leaders to deliver on promises
- Ex Black money Act

Both probity and accountability ensure ethical governance which is based on Antyodaya and Sabka Sath Sabka Vikas spirit.

Q.6 Given are the quotations of moral thinkers and philosophers. For each of these, bring out what it means to you in the present context:

- (a) "A body of men holding themselves accountable to nobody ought not to be trusted by anybody."  
Thomas Paine. (150 words) 10

It shows the importance of accountability, which is just another side of coin of public trust. Trust begets trust. It develops when one is answerable for their actions of omission as well as commission.

### Accountability and trust building

- ① Unaccountable governance has led to ungoverned spaces and inadequate public service delivery which led to trust deficit.

eg. Taliban's influence in Afghanistan where Afghan government has been unable to fulfill accountability.

- ② Unaccountability breeds corruption which furrows poverty and poor socio-economic development

- ef. Maximalist areas are most poor regions with health, education neglected. People have no faith on government
- ③ unaccountability leads to mis-utilization of public funds.
  - ④ It hampers democratic functions and lead to irresponsibility, ef red tapism, bureaucratic apathy.
  - ⑤ Trust and confidence building means an first step towards accountability ef social audits ef Citizen's charter

Trust is a chief good.  
Trust is a public good i.e. nonrivalrous and unexcludable. Accountability is needed for its maintenance.

Q.6 Given are the quotations of moral thinkers and philosophers. For each of these, bring out what it means to you in the present context:

(b) "Whoever is careless with the truth in small matters cannot be trusted with important matters." - Albert Einstein. (150 words) 10

The integrity and consistency of behaviour plays a vital role in placing higher responsibility. It ensures predictability and thus reliability.

Why carefulness in small matters matter for trusting in important matters?

① Consistency of behaviour shows steadiness. Important matters demands sincerity which is not guaranteed without prior such behaviour.

eg. Gandhiji's truthfulness in day to day activities till Quit India movement

② Truth is enabler of rectitudeness.  
It's a character building raw material.  
It ensures integrity in difficult  
circumstances

ex. Ashok Khemka (IAS) transferred  
52 times in career but remained  
truthful to his duty.

③ What is reflected in small matters  
is only accumulated and is  
quantitatively different in important  
matters not qualitatively.

ex. India's NAM since 1960s  
till today's SAGAR and  
SS approach are one and  
the same

'When one speaks truth  
nothing else is needed'. Satyameva Jayate  
(Only truth shall triumph) should be  
present for eternity as it is the only  
reliable quality and the foundation of all.

Q.6 Given are the quotations of moral thinkers and philosophers. For each of these, bring out what it means to you in the present context:

(c) "Silence becomes cowardice when occasion demands speaking out the whole truth and acting accordingly" - Mahatma Gandhi. (150 words)

10

Gandhiji in this statement is emphasizing the need of courage when the situation demands and acting becomes a conscientious choice.

eg. his civil disobedience, breaking salt law was show of courage against unjust law.

To me it means:-

- ① Truthfulness and integrity of conduct in activities.
- ② Silence in demanding situations is ethically wrong.

eg. #metoo - where women from all the over the world are raising their voice against sexual harassment.

③ It is a moral duty like Kantian categorical imperative. Not doing this will amount to maleficence.

eg. India against corruption movement

④ Without raising voices against injustice and unethicalism, humanity will become stagnant.

⑤ We must strive for moral excellence.

Ideals of justice, liberty, equality need to be safeguarded for all.

⑥ Vulnerable section demands socially conscious and capable ones to speak the truth.

eg. Malala Yousafzai for education

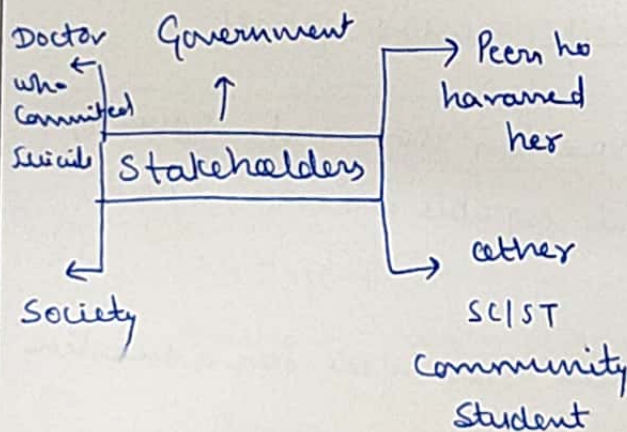
Hence, I would always uphold these ideals close to my heart for bringing about maximum moral uprightness possible.

Section-B

Q.7 A young resident doctor at a reputed government hospital committed suicide. She had reportedly been suffering harassment at the hands of three senior resident doctors, which allegedly led her to commit suicide. A week after her death, the committee has found that she indeed faced "extreme harassment" and was subjected to discrimination and slurs for having belonged to an ST community and having procured admission into the college through the SC/ST quota. In the wake of her death, many doctors belonging to SC/ST communities have come forward and recounted similar experiences of discrimination they faced while they were in medical college.

Give reasons for such incidents taking in higher educational institutes even in the 21st century. Suggest measures to prevent their occurrence. (250 words) 20

Dr. Payal Tadavi had committed suicide due to above mentioned reasons which shows unethical trends of social discrimination leading to mental health consequences of schizophrenia, alienation and even suicide.



My vision  
Homo mensura  
 "man is the measure of all things"

Reasons for such incidents in higher education institutions in 21<sup>st</sup> century

① Social causes

1.1) Entrenchment of SC/ST biases

- 1-2) faulty socialization at early age
- 1-3) parental responsibility
- 1-4) lack of fraternal values.
- 1-5) Individual centric attitude without looking at plight of vulnerable section.  
eg. SC/ST/women/children etc.

② Political causes

- 2-1) Reservation policies - though are for substantive justice : have been used for gaining political mileage  
eg. Gujjar protests ; mandal commission
- 2-2) Identity based politicization.

③ Psychological causes

Some students tend to bully the weak or less intermingled students to gain prominent place in student community.

④ Economical causes

relative poor financial status of SC/ST students.

⑤ Historical causes - due to ages old tendencies of discrimination

- ⑥ Legislations though are there but are not effective in dealing with this issue due to under-reporting or suppression by college authorities.

Suggestive measures to prevent this occurrence

- ① Legal measures of SC&ST (Prevention of atrocities) Act, 1989 - should be disseminated among student bodies-

1-1) within college - grievance redressal forums.

1-2) anonymous complaint system should be there.

- ② Attitudinal shift

2-1) more intermingling and interaction

2-2) meaningful campus atmosphere

2-3) Harmonious milieu within campus.

2-4) Promotion of cultural activities, programmes where all can participate.

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- ③ Strict enforcement of laws in the cases as mentioned above.
- ④ Education should be value laden.  
"Educating mind without educating heart is no education at all"  
- Plato
- ⑤ Workshops, programmes, seminars: from leading NGOs in these areas so that student can get diversity of viewpoint.
- ⑥ National Commission for SC and ST are constitutional bodies with mandate to look into these matters ~~summat~~. Hence, they should be involved in college administrative bodies. Alliance with Board of Governors etc.

Dr. Ambedkar said annihilation of caste needs to be done through modern education and modern professions. Social justice demands equality and right to live with dignity to all (Article 21)

Q.8

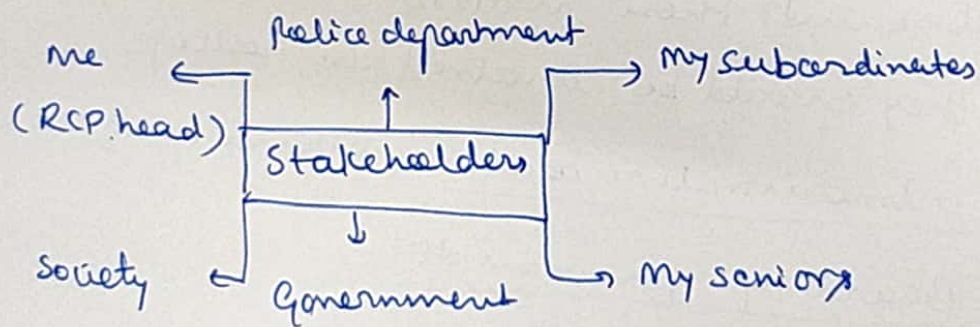
A young female Police Officer has joined the Crime Branch of Mumbai Police. She is asked to head a company of Riot Control Police (RCP), a division of the Crime Branch. She is the first woman officer heading a company of RCP. RCP has been formed to counter the sudden riotous situation, by a team of specially trained police. They have been trained in mob dispersal tactics. After some days she comes to know that woman police are taken for granted, male police don't want to work under them. According to male police, women police officers are not capable of heading a company in a riotous situation. Women police are often subject ridicule and laughed at, they are not taken seriously.

She is facing odds to adapt in such biased and male-dominated force. Through informal sources, she comes to know that even superiors make fun of women police in her department as being 'frail and incapacitated'.

Discuss the courses of Action she should take up so that the work culture in her department becomes suitable for women police. Do you think that women should be posted in such tough and physically challenging jobs? (250 words)

20

Placing women in combat roles has now been granted by Army, Navy and Air force after a slew of ruling by Supreme court. Mahatma Gandhiji believed, "women to be equal to men in capacity of sacrifice and forbearance".



courses of action

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① Immediate action

- 1-1) Talking with the subordinates to gauge their disposition and personal opinion.
- 1-2) Forming team of like-minded people who believe women can head such teams of RCP.
- 1-3) Using nudge techniques, showing examples of women led teams all over the world.
- 1-4) Using Emotional intelligence and by walking the talk, they will be convinced.  
 ex: R. Sreedekha (DGP) - Kerala faced such issues in the beginning but today she is hailed as one of the best cop.
- 1-5) Regarding seniors - discussing with them to find the truth of the matter. Highlighting to them perils of such an attitude.
- 1-6) Enquiry requisition - against tangible cases of discrimination and use of wrong language

② Long term action

- 2-1) Forming team / associations of women officers in police to gain an organisational power.
- 2-2) Active collaboration with National Commission of women for complaint or grievance redressal.
- 2-3) Gender sensitisation of police as highlighted during Justice Verma committee report.
- 2-4) Proportionate representation of women in police force - for this requesting state government to fill vacancies.

Should women be posted in such challenging job?

- ① Women must be posted in such jobs. As the research suggests they have higher emotional quotient and social quotient to manage mob mentality.
- ② Presence of women makes peers gender-sensitive and gender inclusive.

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③ It further the cause of women empowerment  
As Simone de Beauvoir wrote in her  
work "Second sex" - "No one is born a  
woman but they become a woman".

Hence biological differences  
Should not mean discrimination in jobs.

④ Such discrimination amount to  
violation of right to equality (Article 14)  
and prohibition of discrimination (Article 15)  
under constitution.

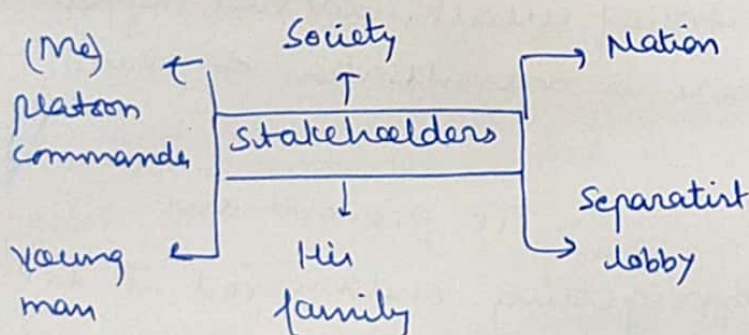
⑤ Feminisation of wealth will not happen  
unless there is masculinisation of power.

To prevent our  
democracy from getting endangered it is  
important to engender it and ensure  
gender justice to ensure social justice.

Q.9 You are a Platoon Commander in the Indian Army currently posted in the Kashmir region. You came across a young man from the valley, who underwent militant training in Pakistan. However, upon his return, his conscience did not allow him to carry out terrorist activities in India. Investigation agencies are after him and 'Shoot at Sight' orders have been issued against him. He along with his family came to you for help. He is ready to lead a normal and peaceful life but Separatists lobby could be a stumbling block to this. It would be wrong for you to completely believe in him. This could also cost you your job and may also possibly result in some terrorist attacks on Indian soil. Discuss various ethical issues involved here. What would be your course of action? Justify. (250 words)

20

Above case highlights the conscientious dilemma. It is due to competing ethical principles of compassion and national duty. Here Human rights are coinciding with National security.



My vision

"Veer bhagya varundhara"

(Brave shall inherit the earth)

(courage, compassion, national interest and duty)

Ethical issues involved here

- ① Young man's right to life and liberty vs. National security, security of public
- ② my compassion towards his problem vs. Professional orders / professional prudence (i.e. shoot at sight order)
- ③ Life of one vs. many (possible attack)
- ④ my job security vs. my conscience's voice
- ⑤ Right of his family to have his presence vs. political pressure (separatist lobby).

My course of action

- ① I will immediately notify his superiors and the circumstances of his request for pardon along with family's presence to senior authorities.
- ② I will temporarily suspend the shoot at sight order in favour of Natural justice and right to be heard.

- ③ I will take him into custody for further investigation and decision.

### Justification

- ① Supreme court believes, "Everyone is guilty innocenti until proven guilty." Hence a benefit of doubt should be used when a person's life is at stake.

- ② He will not pose threat once in the preventive detention / custody of law-enforcing agencies.

This will give time for investigation and enquiry about his handlers in Pakistan. Such intelligence is meaningful in cracking down on terrorists launchpads and to highlight to international / diplomatic missions.

- ③ Domestic political situation can be handled because preventive detention is constitutional in nature.

- ④ It will help in knowing terrorist plans and he being in detention cannot cause any attack → thus National Security will not be undermined.
- ⑤ By adopting this approach I would have upheld my conscience, my duty and national call.

Laws are guidelines but they must be enforced with conscientious conviction. A human life matters. As Poet John Donne said, "No man is an island, even with the death of one human, humanity becomes less and diminishes."

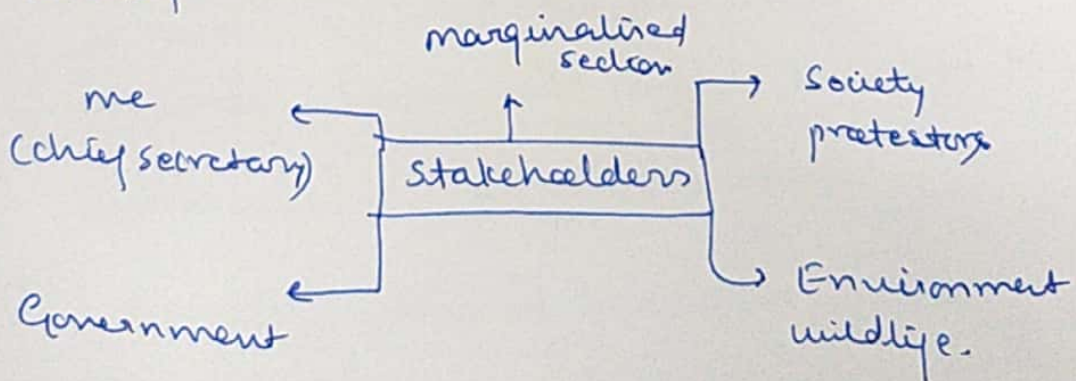
Q.10 A Recent WHO report highlighted air pollution in Indian cities. Rapid urbanization has led to reckless deforestation and diversion of green lands, thus aggravating the situation. You are Chief Secretary of a State that plans to build a commercial-cum-residential colony near state capital, which will serve housing needs for the marginalized section living on streets in destitute conditions. This will also create employment opportunity in the region. However, the project entails cutting down 50,000 trees. This news has created heavy uproar among educated masses and environmentalists against the cutting down of the trees. Also in last 5 years, forest cover in State and the capital city in particular has shrunk dramatically, which has been cited as a reason for loss of biodiversity, increased air pollution, with Particulate Matter in the air generally very high, and even less precipitation in the state.

- (a) Discuss the various ethical dilemmas involved in the case.
- (b) How will you handle the situation?
- (c) Suggest short-term and long term measures to deal with issues presented in the case.

(250 words)

20

Above case highlights the issue of development vs. environmental sustainability. Here infrastructural development while being economically and socially justifiable is damaging to environment & wildlife.



My vision

"Prakrati rakshati kalsitah" - nature protects us.

### Ethical dilemmas

- ① Economic justice (jobs and houses to marginalised) vs environmental justice
- ② Right to healthy/clean environment of people vs. developmental priorities
- ③ Short term construction needs vs long term environmental requirements.
- ④ development vs. public health (due to air pollution, PM)

### Situation handling

I will take following steps being in the capacity of chief secretary of the state:-

- ① Instituting and checking the Environment impact assessment report as well as social impact assessment report
- ② multi stakeholder consultation and allaying fears of environmental damage.
- ③ Temporary suspension of project till the

protests and upraas are going on. This will help in addressing genuine concerns.

9) Short term measures

- ① For housing, PPP type engagement can be done. NITI Aayog suggested 'affordable rental housing complexes' - they are coming up in UP, Gujarat etc.
- ② Alternative employment opportunities in MGNREGA till the project is not taken up.
- ③ Committee formulation with social activists, concerned members, ministry of environment representatives.
- ④ Wide dissemination of causes for undertaking the project.

⑩ Long term measures

- ① Based on committee reports and EIA/ SIA findings if project is a go-ahead I will continue with work.

## NEXT IAS

Candidates  
must not write  
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- ② If project is a no-go then finding the alternative ways of land acquisition for project development with least environmental hazards.
- ③ Utilizing CAMPA fund & Compensatory afforestation under CAMPA Act
- ④ Air quality monitoring, citizen awareness of SAMEER App and grievance redressal portal.
- ⑤ Green belts expansion within cities. with social forestry. and Green buildings.
- ⑥ Delhi government like - GRAP plan and EPCA guidelines can be adhered.

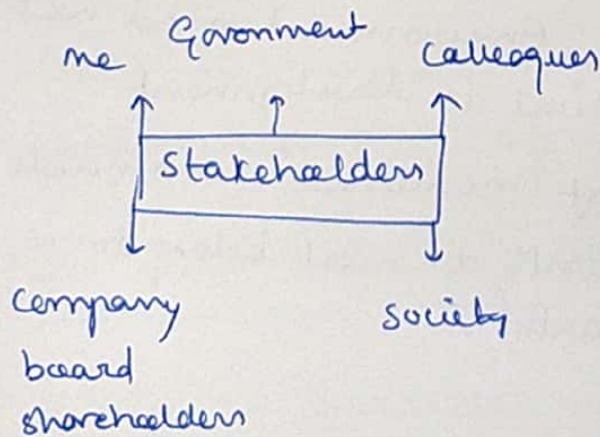
Environment need not be seen as antithetical to development  
Brundtland report mentioned 'sustainable development'. Earth doesn't belong to us, we belong to earth.

Q.11 Pratik is an honest student. After having graduated from college, he is placed as a management trainee in one of the most prestigious construction company of India. He often observes the following things at his workplace:

- (a) Many of his colleagues and superiors often use the office time and resources for their personal use such as making personal calls from phones, using office net for making vacation reservations. It is against rules, but no one cares because it is considered as normal and small deviance. It also keeps employees happy.
- (b) Good performance is not important but being sycophant is important to get promotions.
- (c) In case of any mistakes, blaming others is the best solution to escape rebuke by superiors.
- (d) To get good salary appraisal, achieving organizational goals are more important while implementing any construction project than social or environmental concerns.

Examine the above statements with their merits and demerits. (250 words) 20

Above case highlights the dysfunctional and unethical work culture of apathetic attitude, paramourty to personal interests, blame-shifting behaviours and faulty appraisal methods.



my vision  
 'work in worship'

Candidates must not write on this margin

a

merits

demerits

- ① keeps work environment happy.
- ② Perks of the jobs
- ③ work life remains happy.

- ① against rules
- ② unethical practice
- ③ misuse of shareholder's fund.
- ④ bad precedent

b

merits

demerits

- ① Easy promotions
- ② Peer controlled promotional system. Hence more team cohesion.
- ③ You scratch my back I will scratch yours attitude
- ④ temporary relief to non-performers

- ① Sycophancy led promotions will dampen honest and hardworking employee
- ② Loss of merit based system.
- ③ Overall organisational performance may dip in long term
- ④ Inculcates bad/wrong way to get promotion to newcomers.

c	merit	demerit
	<ul style="list-style-type: none"> <li>① Escaping from rebuke.</li> <li>② Can stay in good books of seniors even with mistakes in job.</li> </ul>	<ul style="list-style-type: none"> <li>① Blame games dip the performance quotient</li> <li>② evasion of accountability.</li> <li>③ worsens work culture for those who are not good at Him Com</li> <li>④ superiors will never know who to charge with inefficiency.</li> <li>⑤ leads to <u>secrecy</u> and lack of <u>transparency</u></li> </ul>

d	merits	demerit
	<ul style="list-style-type: none"> <li>① good professional growth</li> <li>② temporarily good organizational performance</li> </ul>	<ul style="list-style-type: none"> <li>① personal interest above organizational image.</li> <li>② It will erode the <u>brand image</u> of company.</li> <li>③ Company may lose market capitalization value</li> </ul>

## NEXT IAS

Candidates  
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- ④ Extreme self centrality of employees will become synonymous to company's image in public's mind.
- ⑤ Against corporate social responsibility (Companies Act 2013)
- ⑥ Social sin - 'commerce without morality'  
- Gandhi

Corporates are a part of society and responsible to its welfare.  
M&M's Hariyali, Tata chemical - BOOND for water harvesting has earned them good will. Employees are members and ambassadors of organization hence high ethical conduct is expected for organizational sustenance.

Q.12 You are a Deputy Commissioner of Police (DCP) in Delhi. One day a police constable working in one of the police station under your zone commits suicide during his duty hours. After two days, certain documents including a handwritten note written by him is found by police are recovered. In that note he holds no one responsible for his death. As his death was due to suicide and not because of his duty obligations, his family gets less than usual compensation that a family of police constable gets due his death on duty.

However, his family is not satisfied. They visit you and complain that his suicide was due to work pressure and not due to personal reason and so they should be given full compensation. After doing a thorough enquiry you find that his death was indeed due to work stress. You also found that there were 5 more police constables under your zone who committed suicide in the same year. Most of them were suffering from anxiety or depression. According to rules, there is no provision for extra compensation for families of police constables who committed suicide due to workload.

- (a) According to you who shall be held accountable for the suicide of the police constable?
- (b) Should his family be given same compensation as a family of police constable gets due to death on duty? Justify your stand.
- (c) What steps will you take as a Deputy Commissioner of Police (DCP) to prevent such incidents of suicides of police?

20

Above case highlights the issue of work stress in police employees which is on account of very low police to public ratio. It was highlighted by SC in 2006 guidelines as well.

(a) who shall be held accountable?

- ① moral responsibility goes to me being his superior and hence I will take the responsibility.
- ② Since cause of suicide is workload, it is whole department's responsibility to not review excessive demand from personnel.

- ③ He himself is also responsible for next seeking psychological help and support from peers by forming a support group or official request about reducing work hours.
- suicide is never a solution but an end of solution?

b) Regarding compensation of his family

- ① I believe, both deaths are qualitatively alike but quantitatively different in terms of causes responsible for this.
- ② Yet similarity of both deaths being a result of professional hazard - either physical or mental deserves similar treatment.
- ③ To get expert advice, I will request to form a committee with people (police, NAO, social activities) for institutionalizing compensation mechanism in such death.

Hence, I believe with sincere advice and committee recommendation, due compensation should be granted to bereaved family.

① To Prevent future such incidences

My steps will include-

- ① Psychiatrist and Psychologists within the department or with liaison for regular checkups and timely intervention.
  - ② most importantly reactor of duty should be rationalised with balanced duty hours so that employees can have work-life balance.
  - ③ AI, CCTNS and technology to reduce manual jobs.
  - ④ Community policing promotion will reduce work burden
4. Arij Sheikh (IPS) - "Amcho Bastar, Amcho Police".
- ⑤ Peer strengthening because they know such symptoms firsthand.
  - ⑥ Families should be sensitised too, to be cooperative and understanding

① Requesting state government for filling vacancies.

② My contact number for immediate help in case of extra-ordinary issues alongwith organizational avenue.

Psychological health is often overlooked but forms a key component of overall health. Workplace should be an energizing and meaningful place and not cause of suicide. Yoga, meditation and mindfulness practices should also be promoted.