

Total Marks : 250

Time : 3 Hours

Candidates should attempt all questions of Group A with word limit of 300 words and all questions of Group B with word limit of 250 words.

**Question 1 to Question 5
20 marks each (answer in 300 words)**

**Question 6 to Question 15
15 marks each (answer in 250 words)**

(GS PAPER IV: ETHICS, INTEGRITY AND APTITUDE PART-2)

GROUP A

- Q.1 Highlight the ethical challenges government and private institutions encounter and explore the underlying reasons for these differences.**
ସରକାରୀ ଏବଂ ଘରୋଇ ପ୍ରତିଷ୍ଠାନଗୁଡ଼ିକ ସମ୍ମୁଖୀନ ହେଉଥିବା ନୈତିକ ଚ୍ୟାଲେଞ୍ଜଗୁଡ଼ିକୁ ହାଇଲାଇଭ୍ କରନ୍ତୁ ଏବଂ ଏହି ପାର୍ଥକ୍ୟଗୁଡ଼ିକର ମୂଳ କାରଣଗୁଡ଼ିକୁ ଅନୁସନ୍ଧାନ କରନ୍ତୁ।
- Q.2 (a) Should laws align with prevailing moral norms? Discuss with examples.**
କ'ଣ ଆଇନଗୁଡ଼ିକ ପ୍ରଚଳିତ ନୈତିକ ମାନଦଣ୍ଡ ସହିତ ସମାନ ହେବା ଉଚିତ? ଉଦାହରଣ ସହିତ ଆଲୋଚନା କରନ୍ତୁ।
- (b) "Management is doing things right; leadership is doing the right things." In light of this statement, explain the difference in the role of leaders and managers. Why is leadership quality important in a civil servant?**
"ପରିଚାଳନା ହେଉଛି ଜିନିଷଗୁଡ଼ିକୁ ଠିକ୍ ଭାବରେ କରିବା; ନେତୃତ୍ୱ ହେଉଛି ଠିକ୍ କାର୍ଯ୍ୟ କରିବା।" ଏହି ଉକ୍ତିକୁ ଦୃଷ୍ଟିରେ ରଖି, ନେତା ଏବଂ ପରିଚାଳକଙ୍କ ଭୂମିକାରେ ଥିବା ପାର୍ଥକ୍ୟ ବ୍ୟାଖ୍ୟା କରନ୍ତୁ। ଜଣେ ସରକାରୀ କର୍ମଚାରୀଙ୍କ ପାଇଁ ନେତୃତ୍ୱ ଗୁଣବତ୍ତା କାହିଁକି ଗୁରୁତ୍ୱପୂର୍ଣ୍ଣ?
- Q.3 Corporations often face a perceived conflict between profit maximization and serving the greater good. However, a deeper analysis suggests that this dilemma is largely misplaced. Do you agree? Propose an ethical framework to resolve this conflict.**
ନିଗମଗୁଡ଼ିକ ପ୍ରାୟତଃ ଲାଭ ସର୍ବାଧିକ କରିବା ଏବଂ ବୃହତ୍ ହିତ ପାଇଁ ସେବା କରିବା ମଧ୍ୟରେ ଏକ ଅନୁଭୂତ ସ୍ୱତ୍ୱର ସମ୍ମୁଖୀନ ହୁଅନ୍ତି। ତଥାପି, ଏକ ଗଭୀର ବିଶ୍ଳେଷଣ ସୂଚାଇ ଦିଏ ଯେ ଏହି ସ୍ୱତ୍ୱ ବହୁଳ ଭାବରେ ଭୁଲ ସ୍ଥାନରେ ଅଛି। ଆପଣ କ'ଣ ସହମତ? ଏହି ସ୍ୱତ୍ୱର ସମାଧାନ ପାଇଁ ଏକ ନୈତିକ ଢାଞ୍ଚା ପ୍ରସ୍ତାବ କରନ୍ତୁ।
- Q.4 International funding plays a vital role in accelerating the growth of developing and underdeveloped nations; however, it also poses significant risks. Critically Analyze the ethical concerns associated with such funding and propose a practical ethical framework to ensure its sustainability.**
ବିକାଶଶୀଳ ଏବଂ ଅନୁକୃତ ରାଷ୍ଟ୍ରଗୁଡ଼ିକର ଅଭିବୃଦ୍ଧିକୁ ତ୍ୱରାନ୍ୱିତ କରିବାରେ ଆନ୍ତର୍ଜାତୀୟ ପାଣି ଏକ ଗୁରୁତ୍ୱପୂର୍ଣ୍ଣ ଭୂମିକା ଗ୍ରହଣ କରେ; ତଥାପି, ଏହା ମଧ୍ୟ ଗୁରୁତ୍ୱପୂର୍ଣ୍ଣ ବିପଦ ସୃଷ୍ଟି କରେ। ଏପରି ପାଣି ସହିତ ଜଡ଼ିତ ନୈତିକ ଚିନ୍ତାଗୁଡ଼ିକୁ ସମାଲୋଚନାମୂଳକ ଭାବରେ ବିଶ୍ଳେଷଣ କରନ୍ତୁ ଏବଂ ଏହାର ସ୍ଥାୟୀତ୍ୱ ସୁନିଶ୍ଚିତ କରିବା ପାଇଁ ଏକ ବ୍ୟବହାରିକ ନୈତିକ ଢାଞ୍ଚା ପ୍ରସ୍ତାବ ଦିଅନ୍ତୁ।

- Q.5** How would you define an ethical dilemma? Explain with examples how it can result in a crisis of conscience.
ଆପଣ ଏକ ନୈତିକ ଦ୍ଵନ୍ଦ୍ଵକୁ କିପରି ପରିଭାଷିତ କରିବେ? ଏହା କିପରି ବିବେକର ସଙ୍କଟ ସୃଷ୍ଟି କରିପାରେ ତାହା ଉଦାହରଣ ସହିତ ବ୍ୟାଖ୍ୟା କରନ୍ତୁ।

GROUP B

- Q.6** Examine the importance of appointing ethics officers in the context of enhancing corporate governance in India.
ଭାରତରେ କର୍ପୋରେଟ୍ ଶାସନ ବୃଦ୍ଧି କରିବା ପରିପ୍ରେକ୍ଷାରେ ନୀତିଶାସ୍ତ୍ର ଅଧିକାରୀମାନଙ୍କୁ ନିଯୁକ୍ତି କରିବାର ଗୁରୁତ୍ଵ ପରୀକ୍ଷା କରନ୍ତୁ।
- Q.7** Emotional intelligence is a crucial trait to develop in a competitive and achievement-driven environment. Discuss its significance.
ଏକ ପ୍ରତିଯୋଗିତାମୂଳକ ଏବଂ ସଫଳତା-ଚାଳିତ ପରିବେଶରେ ବିକାଶ ପାଇଁ ଭାବପ୍ରବଣ ବୁଦ୍ଧିମତ୍ତା ଏକ ଗୁରୁତ୍ଵପୂର୍ଣ୍ଣ ଗୁଣ। ଏହାର ଗୁରୁତ୍ଵ ଆଲୋଚନା କରନ୍ତୁ।
- Q.8** Explain the ethical standards and conduct expected from civil servants while developing and implementing government policies and delivering public services.
ସରକାରୀ ନୀତି ବିକାଶ ଏବଂ କାର୍ଯ୍ୟକାରୀ କରିବା ଏବଂ ସାର୍ବଜନୀନ ସେବା ପ୍ରଦାନ କରିବା ସମୟରେ ସରକାରୀ କର୍ମଚାରୀଙ୍କଠାରୁ ଆଶା କରାଯାଉଥିବା ନୈତିକ ମାନଦଣ୍ଡ ଏବଂ ଆଚରଣ ବ୍ୟାଖ୍ୟା କରନ୍ତୁ।
- Q.9** Transparent governance promises an accountable state; however, it is essential to strike a balance between the need for disclosure and the administrative privileges required for effective governance. Examine.
ସ୍ପଷ୍ଟ ଶାସନ ଏକ ଦାୟିତ୍ଵବାନ ରାଷ୍ଟ୍ର ପ୍ରତିଶ୍ରୁତି ଦିଏ; ତଥାପି, ପ୍ରକାଶନର ଆବଶ୍ୟକତା ଏବଂ ପ୍ରଭାବଶାଳୀ ଶାସନ ପାଇଁ ଆବଶ୍ୟକ ପ୍ରଶାସନିକ ସୁବିଧା ମଧ୍ୟରେ ସନ୍ତୁଳନ ରଖିବା ଅତ୍ୟନ୍ତ ଜରୁରୀ। ପରୀକ୍ଷା କରନ୍ତୁ।
- Q.10** You are posted as a District Magistrate (DM) of a district where residents are facing the menace of stray dogs. Instances of dogs chasing two-wheelers, and cyclists and attacking pedestrians are on the rise. Elderly persons as well as children are the worst-hit and recently, an 8-year-old girl was severely injured by a pack of dogs. The perceived magnanimity of the problem and inaction from government authorities have prompted vigilante groups to cull dogs in mass numbers. However, local NGOs have come out against such a practice of mass culling and are calling for stringent action against those killing stray dogs.
(a) What are the ethical issues involved in the above case?
(b) As the DM, suggest short-term and long-term measures to tackle the above issue.
ଆପଣଙ୍କୁ ଏପରି ଏକ ଜିଲ୍ଲାର ଜିଲ୍ଲା ମାଜିଷ୍ଟ୍ରେଟ୍ (DM) ଭାବରେ ନିଯୁକ୍ତି ଦିଆଯାଇଛି ଯେଉଁଠାରେ ବାସିନ୍ଦାମାନେ ବୁଲୁ କୁକୁରଙ୍କ ଭୟର ସମ୍ମୁଖୀନ ହେଉଛନ୍ତି। କୁକୁରମାନେ ଦୁଇ ଚକିଆ ଯାନ, ସାଇକେଲ ଚାଳକ ଏବଂ ପଥଚାରୀଙ୍କୁ ପିଛା କରିବା ଏବଂ ଆକ୍ରମଣ କରିବା ଘଟଣା ବୃଦ୍ଧି ପାଉଛି। ବୟସ୍କ ବ୍ୟକ୍ତି ଏବଂ ପିଲାମାନେ ସବୁଠାରୁ ଅଧିକ କ୍ଷତିଗ୍ରସ୍ତ ହୋଇଛନ୍ତି ଏବଂ ସମ୍ପ୍ରତି, ଏକ ୮ ବର୍ଷର ଝିଅକୁ କୁକୁର ଗଳାକାଟି ଗୁରୁତର ଭାବରେ ଆହତ କରିଛି। ସମସ୍ୟାର ଅନୁଭୂତ ମହାନତା ଏବଂ ସରକାରୀ କର୍ତ୍ତୃପକ୍ଷଙ୍କ ନିଷ୍ପ୍ରୟତା ସତେଜନ ଗୋଷ୍ଠୀଗୁଡ଼ିକୁ ବହୁ ସଂଖ୍ୟାରେ କୁକୁରମାନଙ୍କୁ ମାରିବାକୁ ପ୍ରେରଣା ଦେଇଛି। ତଥାପି, ସ୍ଥାନୀୟ ଏନଜିଓମାନେ ଗଣ ହତ୍ୟାର ଏପରି ଅଭ୍ୟାସ ବିରୁଦ୍ଧରେ ବାହାରିଛନ୍ତି ଏବଂ ବୁଲୁ କୁକୁରମାନଙ୍କୁ ହତ୍ୟା କରୁଥିବା ଲୋକଙ୍କ ବିରୁଦ୍ଧରେ କଠୋର କାର୍ଯ୍ୟାନୁଷ୍ଠାନ ପାଇଁ ଦାବି କରୁଛନ୍ତି।

(କ) ଉପରୋକ୍ତ ମାମଲାରେ କ'ଣ ନୈତିକ ସମସ୍ୟା ଜଡ଼ିତ?

(ଖ) ଡିଏମ୍ ଭାବରେ, ଉପରୋକ୍ତ ସମସ୍ୟାର ମୁକାବିଲା ପାଇଁ ସ୍ୱଚ୍ଛକାଳୀନ ଏବଂ ଦୀର୍ଘକାଳୀନ ପଦକ୍ଷେପ ପରାମର୍ଶ ଦିଅନ୍ତୁ।

Q.11 People's indifference is the best breeding ground for corruption to grow. Comment.
ଲୋକଙ୍କ ଉଦାସୀନତା ଦୁର୍ନୀତି ବୃଦ୍ଧି ପାଇଁ ସର୍ବୋତ୍ତମ ପ୍ରଜନନ ଭୂମି। ମତାମତ।

Q.12 How does ethics influence international relations by granting or withdrawing legitimacy? Evaluate its role in this context.
ନୀତିଶାସ୍ତ୍ର ବୈଧତା ପ୍ରଦାନ କିମ୍ବା ପ୍ରତ୍ୟାହାର କରି ଆନ୍ତର୍ଜାତୀୟ ସମ୍ପର୍କକୁ କିପରି ପ୍ରଭାବିତ କରେ? ଏହି ପରିପ୍ରେକ୍ଷୀରେ ଏହାର ଭୂମିକା ମୂଲ୍ୟାଙ୍କନ କରନ୍ତୁ।

Q13. Why has the anonymity of civil servants historically been considered a crucial aspect? In this regard, share your perspective on the doctrine of facelessness in civil services.
କାହିଁକି ଐତିହାସିକ ଭାବରେ ସରକାରୀ କର୍ମଚାରୀଙ୍କ ଗୁପ୍ତତାକୁ ଏକ ଗୁରୁତ୍ୱପୂର୍ଣ୍ଣ ଦିଗ ଭାବରେ ବିବେଚନା କରାଯାଇଛି? ଏହି ପରିପ୍ରେକ୍ଷୀରେ, ସରକାରୀ ସେବାରେ ମୁହଁହୀନତାର ସିଦ୍ଧାନ୍ତ ଉପରେ ଆପଣଙ୍କର ଦୃଷ୍ଟିକୋଣ ସେୟାର କରନ୍ତୁ।

Q14. While laws and regulations serve as the primary framework for guiding the moral conduct of public administrators, they alone are not enough. Provide examples to support this statement.
ଯଦିଓ ଆଇନ ଏବଂ ନିୟମାବଳୀ ସରକାରୀ ପ୍ରଶାସକଙ୍କ ନୈତିକ ଆଚରଣକୁ ମାର୍ଗଦର୍ଶନ କରିବା ପାଇଁ ପ୍ରାଥମିକ ଜାଣି ଭାବରେ କାର୍ଯ୍ୟ କରେ, କେବଳ ସେଗୁଡ଼ିକ ଯଥେଷ୍ଟ ନୁହେଁ। ଏହି ବକ୍ତବ୍ୟକୁ ସମର୍ଥନ କରିବା ପାଇଁ ଉଦାହରଣ ଦିଅନ୍ତୁ।

Q 15. a). 'Our actions at present will influence our future.' Examine the contemporary public life relevance of Mahatma Gandhi's statement. (8 Marks)
'ବର୍ତ୍ତମାନର ଆମର କାର୍ଯ୍ୟ ଆମର ଭବିଷ୍ୟତକୁ ପ୍ରଭାବିତ କରିବ।' ମହାତ୍ମା ଗାନ୍ଧୀଙ୍କ ଉକ୍ତିର ସମସାମୟିକ ଜନଜୀବନର ପ୍ରାସଙ୍ଗିକତା ପରୀକ୍ଷା କରନ୍ତୁ।
(b). "Knowing yourself is the beginning of all wisdom." - Aristotle. Explain the relevance of self-awareness in ethical decision-making for civil servants. (7 Marks)
"ନିଜକୁ ଜାଣିବା ସମସ୍ତ ଜ୍ଞାନର ଆରମ୍ଭ।" - ଆରିଷ୍ଟୋଟଲ। ସରକାରୀ କର୍ମଚାରୀଙ୍କ ପାଇଁ ନୈତିକ ନିଷ୍ପତ୍ତି ଗ୍ରହଣରେ ଆତ୍ମ-ସଚେତନତାର ପ୍ରାସଙ୍ଗିକତା ବ୍ୟାଖ୍ୟା କରନ୍ତୁ।

**APTI PLUS**

Academy for Civil Services Pvt. Ltd.
CREATING CIVIL SERVANTS FOR THE NATION

MAINS TEST SERIES (Answer Booklet)

Roll No.	2023/32
Name	Deepshikha Behara
Test No.	Test No - 11
Subject :	GS-IV
Date :	22/02/2025

Question Paper Specific Instructions

- All questions are printed in English.
- All the questions are **compulsory**
- The number of marks carried by each question (or part) is indicated in the question paper.
- **Word limit** in questions wherever specified should be adhered to.
- Any page or portion of the Page left blank in the Answer booklet must be clearly stuck off

Q No.	Marks obtained	Q No.	Marks obtained	Q No.	Marks obtained
1		8		15	
2		9		16	
3		10		17	
4		11		18	
5		12		19	
6		13		20	
7		14			
				TOTAL	

Dear Aspirant,

Try to attempt all the question.

Few Comments:-

- ① Make sure Introduction and Conclusion are given due respects.
- ② Maintain neatness in your Answer.
- ③ Need to focus on writing Key words more often.
- ④ Use examples, scholars wherever required.
- ⑤ You can draw diagrams, flowchart to improve presentations.

Overall good attempt
Keep writing.

④ ~~Ethical Challenges for Government and private Institutions~~
 to some extent overlap and to some extent ~~varies~~ **Introduction**
 There are ~~various reasons~~ for the different ethical challenges
 encountered by private and Government institutions. These
 are :-

Ethical Challenges in Government Institutions

① Objective of the organisation
 Govt organisation → Target - Greater Public good
 Private organisation → Profit of the org.

• Corruption and Bribery
 [e.g.] Scams like 2G, coal mine allocations.
 Govt organisation → mostly formal
 Private organisation → mostly informal, family relationship

• Bureaucratic Inefficiency
 [e.g.] Delays in judicial processes, public service delivery.
 Govt. organisation → Generally Accountable to the public
 Private organisation → only Accountable to Shareholders

• Political Influence
 [e.g.] Misuse of power by politicians, biased decision-making.
 Govt. organisation → mostly rules, regulations & adhered
 (Means to Achieve Ends)

• Lack of Transparency
 [e.g.] Public procurement, government contracts.
 Govt. organisation → mostly rules, regulations & adhered
 (Means to Achieve Ends)

• Nepotism and Favoritism
 [e.g.] Political appointments in public offices.
 [Ethical Challenges encountered By Government Institutions] :-
 ① Transparency :- Transparency is a key aspect governing the
 Relationship between Government and citizens. Lack of transparency erodes
 public trust in Govt. Institutions.

Reasons for Challenges in Government Institutions:

- Bureaucratic Hierarchy:
- Political Influence:

• Public Sector Culture:

(ii) **Accountability** :- Govt. servants / public servants should remain Accountable for their actions & decisions, otherwise it will reduce the credibility of Govt. Institutions in public eyes.

(iii) **Discretionary power** :- As Govt. and public servants are entrusted with various discretionary powers, they should utilize these powers & resources to best of their use. Thereby

Ethical Challenges in Private Institutions

• Profit Maximization at the Cost of Ethics:

[e.g.] **Bhopal Gas Tragedy, labor exploitation.**
Corruption is a prevalent practice in India which has its roots in British administration, which affects the SE of Govt. Institutions. s.e

• Consumer Exploitation:

[e.g.] False claims by pharmaceutical companies.

(a) Efficiency

(b) Effectiveness

(c) Economy

• Workplace Discrimination:

[e.g.] Gender pay gap, underrepresentation of minorities in leadership roles.
(i) **Attitude towards public** :- The real power in democratic setup lies with public, who can replace their representatives if they are not accountable to them. The prevalent "chalta hai" attitude towards public undermines their position in Govt. Institutions where they are treated as mere recipients of services.

• Environmental Harm:

[e.g.] Industrial pollution, deforestation.

Ethical challenges encountered by private institutions :-

• Data Privacy Violations:

[e.g.] Facebook-Cambridge Analytica scandal.
(i) **Profit as the goal** :- In general, private institutions are driven by profit motive. This has a negative impact on the society.

(ii) **Opacity** :- The decisions and major actions are taken by the top authorities limiting the further participation of other stakeholders.

Reasons for Challenges in Private Institutions:

• Profit-driven Motive:

• Lack of Effective Regulation:

• Market Competition Pressure:

③

(iii) Majority Vs. Minority Shareholders :- In general, the majority shareholders have a say on the major decisions, while the views of minority shareholders who are geographically dispersed are ignored.

(iv) Environment Degradation :- In order to obtain profit & further self interest, private institution, exploit the natural resources.

"An ethical society is one in which people are treated fairly and their actions and decisions are grounded in principles of honesty and justice." – Dr. B.R. Ambedkar.

② (a) Laws represent various social agreements between the government and public at large. In order to sustain the social order, many times, these laws align with prevailing societal norms and values, many time it does not.

3-5

(i) Laws According to Moral Norms

Majority of the Indian laws are based on the prevailing social norms and values, promoting social cohesion and solidarity.

[for example] :-

Argument for Aligning Laws with Moral Norms

- **Reflects Societal Values:**
[e.g.] Anti-Dowry Law (Dowry Prohibition Act, 1961), which aligns with changing social norms on gender equality.
- **Promotes Social Cohesion:**
[e.g.] Abolition of untouchability (Article 17, Constitution of India) reflecting moral evolution on caste discrimination.
- **Facilitates Acceptance:**
[e.g.] LGBTQ+ rights (Section 377 decriminalization, 2018) reflects moral shifts toward equality and inclusivity.
- **Encourages Ethical Behavior:**
[e.g.] Environmental protection laws like the National Green Tribunal (NGT), promoting ethical stewardship of nature.

(ii) Laws Against Moral Norms

Sometimes, the prevailing moral norms comes out to be value and irrational.

[for example] :-

- Caste hierarchy.

Some moral norms are prejudicial & are biased against specific gender.

[for example] :-

- Dowry, child marriage.

Some moral norms provide for internal conflicts or

→ Laws Based on Moral Norms

Assume that, Society is not unduly influenced by external factors.

promote do not reflect the contemporary Realities.

[for example]

- travelling crossing the sea.

• [for example]-

Argument Against Overemphasizing the Alignment

Decreasing Sanctity of marriage

- Laws Should Be Neutral:

[e.g.] The debate on Uniform Civil Code, as it may conflict with religious beliefs.

In Nuts and Bolts, there are many moral norms which provide

- Moral Norms Are Subjective:

[e.g.] The controversy around the ban on alcohol in certain states (e.g., Gujarat, Bihar), where moral views on alcohol consumption differ.

Specific "application" should be followed.

[e.g.] Laws surrounding abortion (Medical Termination of Pregnancy Act, 1971), where the law sometimes clashes with moral views on the sanctity of life.

⑥ "Management is doing things right; Leadership is doing the

Moral Norms May Be Incomplete or Unjust:

[e.g.] The abolition of Sati (1987), where the prevailing moral norms in certain communities were challenged to protect women's rights.

Role of Leaders

† Leaders are those who on account

- Focus on Vision vs. Execution:

[e.g.] A leader might envision a new national policy, while a manager ensures its successful implementation.

2 They are expected to set an

- Innovation vs. Consistency:

[e.g.] A leader may push for digitization in governance, while a manager oversees the smooth operation of digital services.

3 Leaders, in general are taken

- Risk-taking vs. Risk-averse:

[e.g.] A leader might advocate for a progressive education reform, while a manager ensures its current policies continue without fail.

Role of Managers

† Managers are those who on

account of their managing

skills, manage the day-to-day

activities / specific activities of an

org. / institutions.

2 They are expected to coordinate

the various departments involving

Nicely addressed

(5)

as a reference by the fellow members of a group/org/institution.

- Leaders should possess basic attributes of leadership like Team-spirit,

within the organisation.

- Managers do justify others' limitations & help them cross them. The Errors, thereby increasing the productivity of an org/institution.

• **Influence vs. Authority:**

[e.g.] A leader motivates civil servants to work for social welfare, while a manager supervises the implementation of welfare programs.

• **People-Oriented vs Task-Oriented:**

[e.g.] A leader may nurture talent within the civil services, while a manager ensures projects meet deadlines.

For a civil servant, the virtue of leadership keeps him to carry forward his/her duty according to the norms and regulations with utmost dedication and honesty and help subordinates learn from them. I help them setting an example for public to follow the norms & regulations in words & in spirit.

More Congested Writing

(3) Corporations, specifically private ones face a perceived conflict between profit maximization and serving the greater good. This is mostly due to the Bulk amount of Investment in the corporation, which drives the profit motive to extract maximum outcome/output from minimum input.

Valid Introduction

THE ETHICAL DILEMMA BETWEEN PROFIT MAXIMIZATION AND GREATER GOOD :-

(a) Corporations, in general work for their self-interest and are driven by profit maximization, which many times can cause the reverse problem of loss, reputational damage etc

good use of heading

(b) May it be Govt. corporation or private corporation, the target /recipient of service is public, who help sustain

a corporation by buying its goods & services.

According to Mahatma Gandhi,

Customers are not ^{being} served by the corporations, instead the customers helps serve the corporations by buying their products / consuming the products.

Write neatly

③ The customers provide the Basic fuel to the corporations to function in a capitalist society by providing land, labour, entrepreneurs etc.

points lacks example

PROPOSED SOLUTIONS :-

① Public Over Profit :- The corporations should work for serving the greater good instead of profit to sustain their activities in longer run.

② Social Norms :- The corporations should work according to the prevailing social norms. As it operates within the society and has impact on the members of society.

Proposing an Ethical Framework to Resolve the Conflict

[e.g.] Unilever's Sustainable Living Plan aims to reduce environmental impact while growing the business.

• Stakeholder Theory: Corporate Social Responsibility, helps in managing [e.g.] Starbucks focuses on ethical sourcing of coffee beans, considering the welfare of farmers and communities. This concept & helps strengthening its public image & reputation.

• Long-term Value Creation: [e.g.] Tesla focuses on creating sustainable electric vehicles while achieving significant profits over time.

④ Competition: Search for best quality of service at affordable prices, which will push corporations for effective utilization of resources.

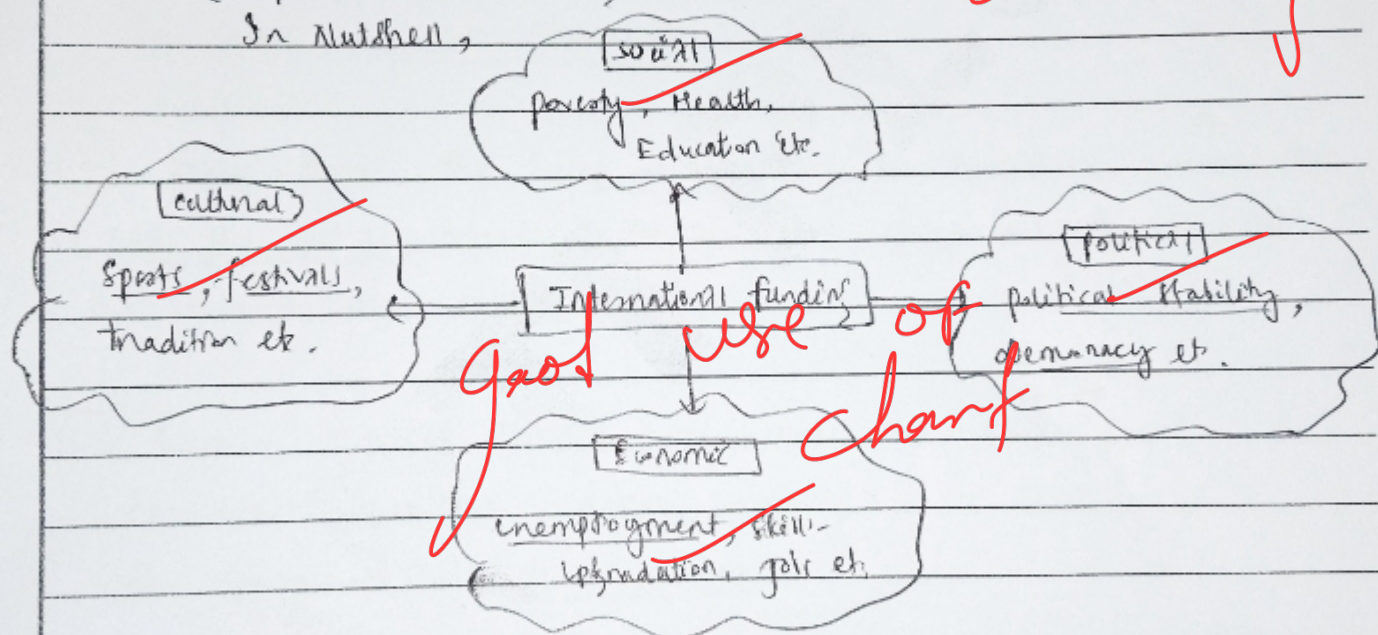
• Corporate Social Responsibility (CSR): [e.g.] Infosys Foundation supports educational and healthcare initiatives in India.

7

from the Above, it should be noted that the Corporation ~~although~~ ^{as good} thinking on their profits should not ignore the ~~large~~ public interest, which otherwise can cost them in ~~long-run~~.

④ International Funding can be defined as outflow of money/resource from a developed nation to developing / under-developed nation to carry out all the ~~development~~ ^{Did not} activities ~~involving~~ ^{does} removing poverty, promoting education etc.

In nutshell,



Along with Accelerating the growth of developing and Under-developed Nations; it also poses ~~significant risks~~. The ~~ethical concerns~~ Associated with international funding are:-

Before proceeding, we should know the different Avenues of funding. These are:- ^{Fair points}

(i) [Bilateral] → from a nation to other nation.

Example:- America to Pakistan ?

(ii) Multilateral :- WF, IMF to poorer countries.

• ETICAL CONCERNS ASSOCIATED :-

(a) The real motif behind the fund is not always the development of the recipient country, but furthering the interest of donor country.

• for example → during cold war, USAID to West European countries.

According to J.F. Kennedy: ^{former} USA's president

• Dependency on External Aid:

Example: Countries heavily dependent on aid such as Haiti, Afghanistan have not been able to build robust, sustainable economies.

(b) Many a times, the recipient country is restricted towards the to use the funds according to its own choice but according to the directions of donor country.

• Conditionalities and Sovereignty:

Example: Greece's austerity measures imposed by the European Union in exchange for bailout funding, which led to social unrest and economic hardship.

(c) Further, this funding culture makes the recipient donor country dependent upon the donor country.

• Political Influence and Corruption:

Example: Oil-for-food scandal during the Iraq sanctions, where the UN's aid program was marred by corruption, and funds were misappropriated.

(d) The funds are sometimes disbursed to influence the policy of the recipient country to install someone who could further the interest of donor country.

(e) Misappropriation Many of times, the funds are utilised for some sordid purposes like terrorism, narcotics movements which undermine the unity & integrity of the recipient country.

WHAT NEEDS TO BE DONE?

- (i) There should be Autonomy on the part of Recipient Country to utilise the funds accordingly.
- (ii) The objectives and goals of such funding should be clearly articulated, so that its mis-utilisation can be stopped.
- (iii) The Donor Countries should not meddle with the internal politics of Recipient Country.
- (iv) The funds must be utilized for those Activities, for which it was granted, ensuring its sustainability.
- (v) Enacting legislation like FCRA (Foreign Contribution Regulation Act) to ensure transparency & Accountability in funding.

True development is about empowering people to create their own future, not about simply giving them aid. ⁵ Kofi Annan, Former UN Secretary-General

3. Ethical Dilemma represents a situation in which a person encounters with two equally important/desirable options, where ignoring one over other ^{equates to} compromising certain values over others, where both values are desirable on the part of the actor.

- for example:- A civil servant while monitoring the implementation of a welfare scheme, found that a poor woman is unable to afford the benefits because of lack of documents. Here, an ethical dilemma encounters the civil servant where, he/she has to choose between two options and leave out that one or the other.

• Whistleblowing in a Corporate Environment:
Example: The Enron scandal, where whistleblowers faced immense personal consequences for exposing corporate fraud, leading to an ethical crisis for those who struggled to take action.

Benefits.

For a human being, in day-to-day life activities, he/she encounters ethical dilemma over many issues. these are:-

(a) Morals Vs Norms :- Morals represent personal values while Norms represent the established Social values & Beliefs.

- for example :- Young, a person can see driving as immoral but has to follow the rituals according to Social Norms.

• **Medical Ethics - End-of-life Decision:**

Example: Euthanasia debates, where doctors must navigate the tension between preserving life and respecting the patient's autonomy and wishes.

(b) Law Vs Interest :- Laws represent the various rules & regulations that guide a person's Action & Behaviour in a larger Society. When the prevailing Laws & personal interest of a person at loggerhead, ethical dilemma occurs.

- for example :- Consuming Alcohol prohibited by law, but self interest may promote its consumption.

• **Law Enforcement and Personal Morality:**

Example: Police corruption scandals where officers face the dilemma of adhering to the law or participating in unethical behavior to protect colleagues or friends.

(c) Tradition Vs Modernity :- Some traditions like gender stereotyping & discrimination may find its self at loggerhead with some modern culture like women empowerment, women leaders.

- for example :- In household someone may justify the prejudice / bias against women, but at workplace the pressure follows the modern values of respecting women, giving her equal opportunities.

(d) Religion Vs Conscience :- Sometimes Religion dictates some vague & scriptural rituals which are against someone's inner Conscience.

- for example :- Communal riots, triple talak etc.

Among these above factors, there are many others which creates ethical dilemma on the part of actor, which results in a crisis of conscience and should be evaluated with care to justify the outcomes of the desired action.

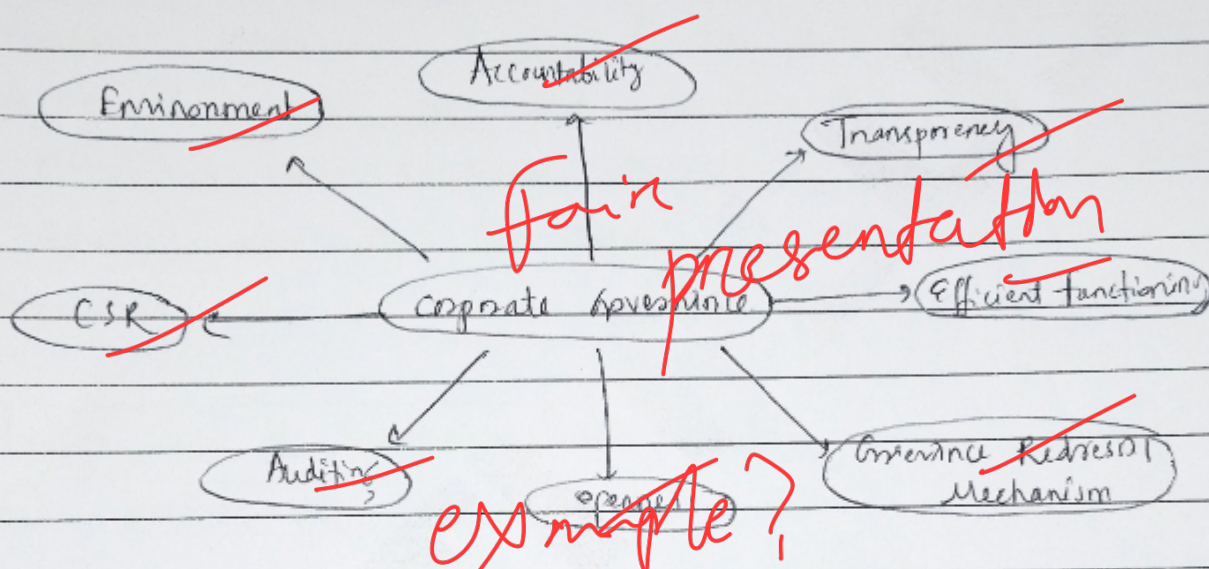
Apt Content as per question demands

Ethical dilemmas are a part of life. The real test is whether we choose to act in the right way despite the challenges." – Howard Gardner.

11

- ③ Corporate Governance refers to carrying out the activities of the corporate in a structured manner, within a framework also specifying its objectives and goals and providing for the firm's long-term sustainability.

CORPORATE GOVERNANCE :-



ETHICS OFFICERS IN CORPORATE GOVERNANCE :-

- (i) Ethics officers in corporate will ensure the efficient functioning of the corporate along with ensuring corporate Governance.

- (ii) They will impart the basic ethics / Basic values among the stakeholders to attain basic level of decency in the

Promoting Ethical Culture and Values:

Example: Infosys, a leading Indian IT company, has an ethics officer who ensures that the company adheres to its code of ethics and corporate social responsibility practices.

- (iii) They will monitor the

Strengthening Compliance and Legal Adherence:

Example: Following the implementation of the Companies Act, 2013, many Indian companies have appointed ethics officers to help them comply with corporate governance norms and minimize the risk of violations.

Transparency and Accountability:

Example: Satyam Scandal (2009) in India highlighted the lack of ethical oversight, where the company's management was involved in large-scale financial fraud. An ethics officer could have potentially prevented or flagged the unethical behavior earlier, ensuring transparency and accountability.

⑤ They will work towards ~~stopping the menace of corruption~~ thereby improving public trust on the corporation.

Ethical leadership is not just about following the rules; it's about creating a culture where doing the right thing is the norm." - Bhanu Kumar Khara, Chairman of State Bank of India.

Context of Enhancing Corporate Governance in India.

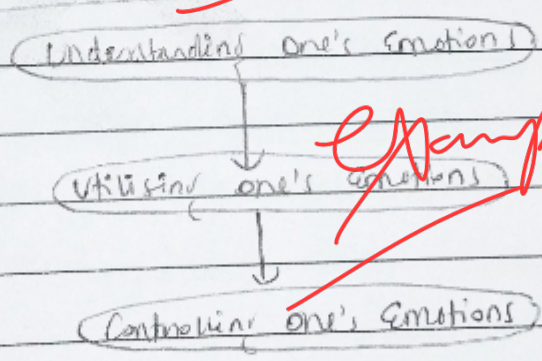
⑦ Emotional Intelligence is a virtue itself. A person with emotional intelligence harnesses his/her own emotions, utilise it for the greater good and with time learns to control it. A person with emotional intelligence understands his/her emotions along with the capacity to understand others' emotions.

②

Intro Can be better

Significance of Emotional Intelligence :-

(i) Various steps involved in E.I :-



example ?

(ii) A person with E.I has the capability to harness his/her emotions for lesser good. He/she utilises her emotions to derive it a conclusion, which helps him/her in his decision-making.

(iii) E.I helps a person to understand others' emotions comprehen-

lively and thereby helping the other person emotionally.

- (iv) A person with E.I. generally possess high self-esteem and is not influenced by the underlying emotions causing dissonance on

• **Improved Decision-Making:**

Example: A leader with high EI may choose a strategic partnership based on rational analysis rather than being driven by emotional impulses or personal biases.

• **Stress Management and Resilience:**

Example: An employee facing a tight deadline or high expectations can use emotional intelligence to stay calm, manage anxiety, and work efficiently, ultimately leading to better outcomes.

• **Enhanced Team Collaboration:**

Example: A manager who understands their team's emotional states can offer the right support, resolve conflicts, and build a more cohesive team that works towards a shared goal.

competitive and achievement driven environment.

Emotional intelligence is the key to both personal and professional success." - Daniel Goleman,

Civil Servants are expected to possess certain values & morals which guide them in their day-to-day functioning. As civil servants act as a interface between government and citizens, there are certain ethical standards & conduct expected from civil servants while working and implementing government policies and delivering public services. These are:-

(a) **Honesty**:- A civil servant should be honest & truthful to his/her duty and to the public at large.

(b) **Accountability**:- Civil Servants should be held accountable, as they possess discretionary powers & vast resources in order to ensure smooth functioning.

(c) **Impartiality**:- Civil Servants should be impartial to the

to the public irrespective of race, caste, class, gender etc.

(d) **Compassion** :- Civil servants should possess the virtue of Compassion in order to help the weaker / vulnerable population get their due entitlement.

(e) **Transparency** :- There should be transparency in their functioning and decision-making, as the policies are going to impact a

• **Transparency and Accountability:**

Example: RTI (Right to Information Act) in India empowers citizens to demand transparency from civil servants regarding government policies and public services.

(f) **Attitude Towards Public** :- Civil servants should accept the fact that they are servants of public & their prime duty is to

• **Impartiality and Fairness:**

Example: A civil servant in charge of implementing a government recruitment scheme must ensure that all candidates are evaluated based on their qualifications and abilities, without any bias or favoritism.

(g) **Academy** :- They should be like a public servant (Shalik) to the public.

• **Commitment to Public Interest:**

Example: The Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) aims to provide employment and improve the livelihoods of rural populations, ensuring that civil servants are focused on the social and economic betterment of the poorest sections of society.

(h) **Inspiration** :- Civil servants need to be inspired by the fact that the public and the sub-ordinate can get inspiration.

(i) **Preparation** :- Civil servants need to be prepared to perform their basic roles & duties in developing & implementing govt. policies.

(9) Transparency is key to governance and transparency leads to an Accountable state. However, it is equally important to strike a balance between transparency and privacy of individuals in order to ensure smooth functioning & effective governance.

• **TRANSPARENCY AS A VIRTUE** :-

(a) Transparency enhances the trust of public in administration as the public at large is informed about the decisions & actions on the part of administration.

3.5

is key to governance and transparency leads to an Accountable state. However, it is equally important to strike a balance between transparency and privacy of individuals in order to ensure smooth functioning & effective governance.

- (b) Transparency ensures the effective participation of public in the administration, which enables public to question the authority regarding its actions & inefficiency.
- (c) Transparency helps in reducing the instances of corruption, as has been proved by RTI Act (Right to Information) Act, 2005.
- (d) Transparency ensures that the resources & power are effectively used, so as to serve the larger public interest.

Balancing Transparency and Administrative Privileges

TRANSPARENCY AS A DOUBLE-EDGED SWORD :-

- **Need for Accountability vs. Operational Efficiency:**
Example: In national security operations, disclosing too much information about military strategies or intelligence might compromise the safety of citizens or the success of the operations.
- **Public Access to Information vs. Protection of Privacy:**
Example: The Right to Information (RTI) Act in India allows citizens to access government records. However, exemptions are made when the disclosure of information could harm national security or violate an individual's privacy (e.g. personal health records).
- **Informed Decision-Making vs. Bureaucratic Discretion:**
Example: In the case of disaster response, officials must have the freedom to make decisions quickly about resource allocation or evacuation plans without having to seek public input on every matter.
- **Building Trust vs. Protecting Sensitive Governmental Procedures:**
Example: During sensitive budget negotiations or discussions on foreign policy, premature disclosure could lead to leaks or misinformation that may negatively affect diplomatic relations or financial stability.

Therefore, it is a necessity to strike a balance between the two in order to ensure smooth functioning of the Administration.

Conclusion Can be improved

(14). It is rightly said that People's Indifference is the Best Breeding ground for Corruption to grow. It is due to this indifference the evil-spirited administrators are not held accountable.

(3)

How THIS INDIFFERENCE LEADS TO CONTINUITY OF CULTURE OF CORRUPTION

(a) In contemporary society, growing individualism among persons results in indifference towards a person which in particular doesn't affect the individual concerned but in general affect the public at large.

- **Lack of Accountability:**

Example: In cases where citizens do not actively monitor the use of public funds or demand accountability, officials may misuse funds for personal gain without fear of being caught or questioned.

- **Weak Institutional Mechanisms:**

Example: In India, the failure to engage in systems like the Right to Information Act (RTI) or the CAG (Comptroller and Auditor General) reporting often allows corruption to thrive in government departments without effective checks and balances.

(c) This attitude of public in general towards corruption, leads to

- **Tolerance of Unethical Practices:**

Example: In many public sector offices, the practice of giving bribes to get work done quickly is often tolerated by both citizens and employees, reinforcing a system of corruption at all levels.

- **Complacency in Governance:**

Example: Over time, repeated scandals involving politicians or government officials often face no significant public outcry, allowing these officials to continue with impunity, as seen in several high-profile corruption cases in India.

of corruption.

Decode the question carefully

(e) With time, corruption becomes a norm in which at every level, each one is certainly involved & the culture is normalized. There is a chain of corruption in the administration, where everyone has their own share.

Therefore, the need of the hour is to spread awareness and awaken the public to raise their voice against the evils of corruption.

(12)

2.5

International Relations In general are not governed by ethics but it is the sovereign interests which takes the precedence. The emergence of ethics in International Relations was realised after 2nd world war, after which [UNITED NATION, 1945] came into form to regulate the relations between different nations to promote world peace & stability & prevent future wars.

ROLE OF ETHICS IN INTERNATIONAL RELATIONS :-

(i) In the era of globalization, where the nations are divided with artificial borders, ethics governs the responsibility on the part of individual nations to respect the boundaries, territory and sovereignty of other nations.

(ii) Ethics in International Relations helps to promote peace and stability among nations.

• **Moral Authority and Global Reputation:**
Example: South Africa's transition to democracy in the early 1990s under Nelson Mandela earned global legitimacy due to the nation's commitment to human rights, which marked the end of apartheid and gained widespread international support.

(iii) Ethics in International Relations helps prevent wars, explosions, restrictions by highlighting the adverse impact on humanity.

• **Human Rights and International Law:**

Example: Syria's involvement in the civil war and the use of chemical weapons against civilians led to widespread international condemnation, loss of legitimacy, and economic sanctions by Western nations and international organizations like the United Nations.

- (iv) Ethics helps ensure smooth functioning of the global system, as the whole earth is a family and each & every nation is dependent on others in many ways.

• **Diplomatic Relations and Soft Power:**

Example: Norway's involvement in peace negotiations and its role as a mediator in the Israeli-Palestinian conflict showcases how ethical diplomacy can help a nation earn global legitimacy, positioning it as a respected global player.

Ethics in International Relations guides the conduct of nations in I-N relations. Therefore, it plays a ^{Some} ~~key~~ ^{more} ~~role~~ in promoting world peace & integrity at I-N level. It restricts individual sovereign interest to get manifested in I-N forums which have a negative impact on an individual nation as well as more nations.

(14)

3.5

Laws And Regulations serve as the primary framework for guiding the ^{Intro} ~~conduct~~ ^{can be} ~~of~~ ^{improved} public administrators. This statement holds good because of various reasons. These are,

• **LAW AND REGULATIONS AS ETHICAL GUIDE :-**

(a) **LEGITIMACY** → Laws & Regulations are legitimate ethical guide, because these are formulated by representative democracy elected by people & reflects the ~~law~~ ^{law's} public support.

(b) **SANCTIONS** → Laws contain sanctions with them for their violation, which carries a fear of punishment on the part of

• **Interpretation of Laws and Regulations:**

Example: A police officer may interpret and enforce laws differently depending on the context. In cases where a law mandates punishment but an officer knows that extenuating circumstances might justify leniency, their moral judgment will influence whether they strictly follow the law or consider alternatives that are more equitable.

(c) **POSITIVE MORAL NORMS** → Majority of the laws & regulations are

Based on prevailing social norms & values, which makes it easy on the part of administrators to follow them.

(d) OBJECTIVE :- Laws & Regulations are formed after wide debate & discussion, thereby limiting govt's arbitrariness. They are

• Public Perception and Trust:

Example: During the Bhopal Gas Tragedy in India (1984) while the corporation involved complied with existing safety regulations, their negligence and failure to prioritize public safety led to a loss of public trust, despite no direct legal violations by government authorities at the time.

(e) Government :- Laws and Regulations are formed & enforced by Government, which has the legitimate authority to do so. As to social contract theory, the legitimacy to form rules / Regulations

• Ethical Leadership and Role Models:

Example: Mahatma Gandhi's leadership in India's independence movement was based on moral principles rather than legal mandates. His commitment to truth, non-violence, and public service set an example for administrators in public office, showing that ethical leadership can transcend the confines of law.

But some times, laws & regulations does not help in solving the ethical dilemma on part of administrators, because of

- (i) Sometimes laws & Regulations are enforced on citizens
- (ii) Ill-considered Laws & Regulations
- (iii) varied interpretations of some laws
- (iv) out-dated Laws & Regulations

Therefore, Along with Laws & Regulations, Conscience plays an important role for guiding the moral conduct of public administrators.

You are writing too much generic points

Avoid congested writing

10

(a) The Above case represents a situation where, both the interest of citizens and the rights of animals need to be respected and a coherent policy which covers the issue comprehensively

2

needs to be formulated

• The ethical Issues Involved in the above case are: -

(2) The safety of the Residents which is of prime importance, as they are facing the menace of stray dogs and there are many instances like the 8-year old girl case which requires prompt actions to be taken.

Reference given is appreciated

(5) Secondly, the mass culling of dogs is an ethical issue involved here. As the dogs having conscience, should not be subjected to mass culling and should be provided rehabilitation instead. As animals, they have their right to life, which should not be violated.

(6) As the DM, I will take these short-term and long-term measures to tackle the above issue.

305

Short-term measures

(i) Rehabilitate the stray dogs in that particular area to a animal welfare centre.

(ii) Create Awareness among the Residents about the menace of stray dogs & to ensure their safety.

(iii) Advising the victims to take vaccine in order to prevent the Rabies.

good use of long term measures

(i) Instead of culling, the stray dogs should be sterilized in order to control their population in long term.

(ii) Involve the NGOs & civil society in order to formulate policies regarding these issues.

(iii) Vaccination drive can be done to ensure non-occurrence of Rabies / Infections.

15
3

② "our Actions at present will influence our future". As Mahatma Gandhi being a visionary leader and a humble human law professional, he articulated the above words. Our present derives from our past and our present will influence our future. There is a continuity paradigm.

The Above statement can be manifested in many ways in reference to the contemporary public life; for example.

(i) [Climate Change] :-

The 18-19th century Industrial Revolution in Europe, spread out to rest of nations, encouraging the machine led production, which contributed to a vast level of emissions resulting in water, air, noise pollution, that impacts us today.

The emissions from the production activities leads to global warming which further climate change resulting in floods, famines, drought, earthquakes etc.

(ii) [Gender stereotyping] :-

In Indian culture & tradition, women were seen as a weaker sex and are subjected to domination & subordination of man. This prevailing patriarchal mind set up is so deeply entrenched into Indian society that, the contemporary gender divide seems to be the result of age old patriarchal societies. Women in contemporary society also are facing the stereotyping.

→ Do focus on word limit too.

(ETHICS, INTEGRITY AND APTITUDE PART-2)

GROUP A**Q.1 Answer :****APPROACH:**

- Introduction: Define ethical challenges in governance and private institutions, emphasizing accountability and transparency.
- Body: Compare government vs. private institutions in terms of ethical dilemmas, causes (bureaucracy, profit motives), and consequences.
- Conclusion: Advocate balanced regulations and ethical frameworks to ensure integrity in both sectors.

Introduction:

Ethical issues occur when a given decision, scenario, or activity creates a conflict with society's moral principles. It is about making the right choices for ethical reasons. Since decision-making is involved in both private and public institutions, both face a diverse set of ethical issues. It is observed that the ethical decision-making models of both institutions differ.

Body:

- **Decision-making:** Decisions in the private sector are simply based upon profit-making. Therefore, the ethical issues generally revolve around achieving economic objectives within the rules set by regulatory authorities. However, decision-makers in public sectors have to be selfless since they have to achieve social objectives rather than profit.
 - **Therefore, they face multiple ethical issues** e.g., during allocation of resources, targeting beneficiaries, implementation of policies, etc.
- **Desirability/Value judgment:** The functioning of the private sector, in many cases, is short-sighted. Their activities depend upon fulfilling existing demand and making a profit out of it. Their approach does not involve normative judgments e.g., the private sector frequently indulges in selling tobacco, alcohol, junk food, pornography, prostitution, etc.
 - **The public sector, however, has to apply a normative approach** and resolve ethical issues surrounding social benefits, intergenerational equity, environmental concerns, etc.
- **Discretionary aspect:** Public officials are subjected to a higher degree of scrutiny and are prone to criticisms by some sections of the public even when they exercise their discretionary powers keeping in conformity with **all prescribed rules, regulations, and procedures**.
 - **Private professionals need not worry about such external criticisms** as they are subjected to relatively less public scrutiny and are majorly accountable to the owners of the organization.
- **Questionable practices:** Private sectors are often associated with questionable business practices. Ethical issues arise especially at places where regulations are not very clear such as activities associated with **exploitation of natural resources, treatment of employees, handling business secrets, lobbying, etc.** In order to compete with others, several questionable business tactics are also adopted by them.
- **One can observe nepotism, whimsical hiring and firing, and opaque working styles in the Private sector.** However, such issues in the public sector may lead to greater negative consequences if the issues get exposed, thereby acting as a deterrent against such questionable practices.

Conclusion:

However, both sectors also face several common ethical issues such as harassment and discrimination at the workplace especially that of women employees, issues surrounding governance, maintaining secrecy, and data privacy, etc. but the magnitude of these issues differ drastically.

Q.2 (a) Answer :

APPROACH:

- Introduction: Define the relationship between law and morality, highlighting their interdependence and divergence.
- Body: Discuss arguments for and against alignment with moral norms using examples (e.g., abolition of untouchability, same-sex marriage).
- Conclusion: Conclude on the necessity of a balanced approach, ensuring justice while considering evolving societal values.

Introduction:

Moral norms are generally accepted social practices that guide human behavior and function as mainly informal guidelines in a particular group or community about right and wrong social conduct. Whereas, the law is a structured system of rules and regulations enforced through authorities to govern an individual's behavior, actions, and social relations. Laws and moral norms are intimately related to each other.

Body:

Moral principles and norms of society form the base for enacting laws. It is often argued that laws need to be consistent with prevalent moral norms as:

Aspect	Explanation	Examples
Interdependence of Moral Norms and Laws	Laws must reflect the moral values of society to be effective.	Opposition to sedition, defamation, and UAPA due to their perceived curbing of freedom and liberty.
Obedience to Law and Moral Sentiments	Laws unsupported by public moral conscience risk becoming ineffective.	Gandhi's opposition to salt taxation, resistance to press censorship in British India, and rejection of AFSPA in certain states.
Consequences of Enforcing Unpopular Laws	Enforcing laws that contradict public morality can encourage disobedience and create social unrest.	Abrogation of Section 66A of the IT Act due to its restriction on free speech, reflecting progressive moral values.

Although law and moral norms are interdependent, law may be at variance with moral norms in their content, definiteness, and sanction:

Good laws sometimes serve to rouse the moral conscience of the people and create and maintain such conditions which may encourage the growth of moral norms in the society. The best example is that of the Indian Constitution which when adopted was a new concept but, over time, instilled democratic values, like liberty, and secularism in the society and made it a moral norm for society.

Laws also provide for punishment for their violation. Violation of a legally enforceable action has penal provisions by the competent authority while moral norms do not invite such punishment, making the law more assertive and making it independent also from moral norms.

Moral norms may vary from individual to individual, between communities, and also among regions. However, the law needs to be uniform throughout the country, irrespective of individual choice. For example, homosexuality was widely perceived as unnatural and immoral, but with social progression, section 377 has been declared unconstitutional.

Conclusion:

The relationship between law and moral norms is dynamic and a function of its times. Moral norms guide laws and changing ethical and moral standards leads to amendment or invalidation of existing laws while at the same time, laws also set moral norms in society.

(b) Answer :

A public servant substance society by **leading a group** of people. A good leader should **lead by example** thus his **punctuality, dedication** to work seeks to instill the same in the **subordinates**. A leader holding enough **emotional maturity** at time of crisis would keep the **team motivated** and hence result in quick and **rational decision making**. Ready to hear the views of the subordinates would result in **diversity of options** and hence better actions also a good leader **constantly motivating** the juniors, sharing the fruits of success with them results in **trickledown effect** which keeps the whole organization energized.

Leaders	Managers
A leader is a person who leads a particular team and influences its team members to perform well and achieve the goal.	A manager is a person who manages the organization or a project by planning, giving direction, maintaining coordination and control .
Leaders process are transformational as they develop vision and find a way forward to achieve the goal.	Managers process are transactional as they delegate tasks , meet objectives.
A leader exhibits strategic view , team management, open mind and promotes innovation .	A manager exhibits organizational skills, management skills, problem solving skills and conformity .
Leaders create circles of influence and lead by inspiring .	Managers create circles of power and lead by authority .
They mainly shape the culture and drive integrity .	They mainly enact the existing culture and maintain status quo .
Leader mainly sets direction to achieve a goal.	Managers mainly sets instructions to do a project.
A leader promotes change and uses conflicts as an asset.	A manager reacts to change and avoids conflict.
Example: PM Modi's goal of Atmanirbhar Bharat.	Example: Adar Poonawala of Serum Institute

Importance of Leadership quality in civil servant:

- **Leadership Holders of public office:** They should exhibit these **principles** in their own **behaviour**. They should actively **promote and robustly support** the principles and be willing to challenge poor behaviour wherever it occurs.
For Example- Senior IAS officer Parameswaran Iyer, secretary to the Union ministry of **drinking water and sanitation**, got inside a twin toilet pit in a **Telangana village** and removed **faecal matter** with his hands. He led by example in showing that scavenging is not a **menial job and changed attitude** of people toward pit cleaners.
- **Selflessness:** Holders of public office should act solely in terms of the **public interest**.
For Example- Tukaram Omble- During **26/11 terror attack** in **Mumbai**, Omble stood in front of **Ajmal Kasab** and held on to the barrel of Kasab's rifle, thus preventing the bullets from **hitting anyone** else

but him. The rest of the team managed to overpower and apprehend Kasab. **He took over 40 bullets from an Ak-47 at point blank range and accepted martyrdom.**

- **Integrity:** Holders of public office must avoid **placing themselves** under any obligation to people or organisations that might try **inappropriately** to influence them in their work. They should not act or **take decisions** in order to gain financial or other **material benefits** for themselves, their family, or their friends. They must declare and **resolve any interests** and relationships.

For Example- TN Seshan was the 10th **Chief Election Commissioner of India (1990-96)**, who reformed elections by **largely ending** its malpractices in the country and redefined the status and visibility of the **Election Commission of India**. T.N. Seshan's name has become synonymous with **integrity**.

- **Objectivity:** Holders of public office must act and take **decisions impartially**, fairly and on merit, using the **best evidence** and without discrimination or bias.
- **Accountability:** Holders of public office are **accountable** to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
- **Openness:** Holders of public office should act and take decisions in an **open and transparent** manner. **Information** should not be withheld from the public unless there are **clear and lawful reasons** for so doing.

Apart from all the qualities mentioned above they also have to deal with the crisis situation such as **COVID-19 pandemic**. They should take actions urgently **for example Tina Dhabhi** took firm action in **Bhilwara district**. **Leadership** should be promoted in civil servants online with **Kiran Agarwal committee recommendations**.

Q3. Answer :

APPROACH:

- **Introduction:** Highlight the perceived conflict between profit maximization and social responsibility.
- **Body:** Argue that ethical business practices enhance long-term profitability. Propose a stakeholder-centric ethical framework balancing profit with social good.
- **Conclusion:** Emphasize sustainable capitalism as a resolution, aligning corporate success with ethical responsibilities.

Introduction:

The age-old debate of prioritizing profit over the larger good has been a constant dilemma for corporations. While businesses aim to generate profit and achieve financial success, they are also expected to operate socially responsibly and contribute to society's greater good. However, some argue that the notion of this debate is often misplaced and that the two goals are not mutually exclusive.

Body:

Yes, I agree that the idea of a tradeoff between profit and larger societal good is often misplaced because:

Key Argument	Explanation	Example
Profit can be aligned with the larger societal good	Many businesses create products or services that generate profits while benefiting society.	Fabindia embraces organic materials and eco-friendly production, resonating with conscious consumers and contributing to societal good.

A narrow focus on profit can harm long-term success	Prioritizing profit over everything else may lead to missed innovation, growth, and sustainability opportunities.	Union Carbide's negligence in worker safety led to the Bhopal Gas Tragedy, resulting in lawsuits, reputational damage, and decreased employee morale.
Corporate responsibility is crucial for consumers and investors	Companies that prioritize societal good gain a competitive advantage by attracting customers and investors valuing ESG (Environmental, Social, and Governance) factors.	Infosys leads in green initiatives and attracts eco-conscious investors globally.
Collaboration between businesses and stakeholders enhances social impact	Individual companies contribute, but partnerships with governments and civil society create a lasting impact.	The UN Sustainable Development Goals (SDGs) require multi-sector cooperation, encouraging businesses to collaborate for meaningful social change.

Ethical framework that can help businesses overcome the profit vs larger good dilemma is the Stakeholder Theory:

Key Principle	Description
Identify the relevant stakeholders	Recognize all affected parties, including shareholders, employees, customers, suppliers, the environment, and the broader community, while understanding their needs and interests.
Balance conflicting interests	Address inevitable conflicts of interest among stakeholders by making decisions that serve the best overall interests of all parties.
Act with integrity	Ensure honesty, transparency, and ethical conduct in decision-making, openly communicating intentions, actions, and outcomes.
Continuously improve	Regularly monitor and enhance actions by setting goals, measuring performance, and engaging with stakeholders to align with societal and business interests.

Conclusion:

The Stakeholder Theory framework recognizes that companies are not just responsible to their shareholders but also have a broader responsibility to all stakeholders. By balancing conflicting interests and acting with integrity, companies can make decisions that benefit society as a whole, not just their bottom line.

Q.4 Answer :

APPROACH:

- **Introduction:** Briefly highlight the dual impact of international funding—its role in development and the ethical risks involved.
- **Body:** Discuss concerns like dependency, political influence, and misuse. Propose an ethical framework ensuring transparency, accountability, and equity.
- **Conclusion:** Emphasize balancing aid effectiveness with ethical safeguards for sustainable development.

Introduction:

International funding is imperative in a developing nation's developmental aspirations due to a lack of economic resources. However, lately, these international fundings have come under the scanner due to 5 various ethical issues involved in their ultimate objectives like dollar imperialism or China's debt trap/cheque-book diplomacy.

Body:

Ethical Issues Involved in International Funding:

Ethical Issue	Description	Example
Inequality and Exploitation	International funding often leads to exploitation due to power imbalances, with developed nations imposing conditions that compromise the sovereignty of recipient countries.	Sri Lanka had to lease Hambantota Port to China due to debt under its cheque-book diplomacy.
Lack of Accountability	There is often no proper mechanism to track how the received funds are utilized, leading to mismanagement or misuse.	Foreign aid received for disaster relief may be misused by corrupt governments without donor oversight.
Funding to NGOs	Local NGOs receiving international funds are sometimes accused of working against national interests, influencing policies, or misusing funds.	The NIA alleged that the Jammu and Kashmir Coalition of Civil Societies (JKCCS) misused funds to support terror activities.
Proliferation of Monoculturalism	International aid programs sometimes promote foreign cultural norms, disregarding indigenous traditions and values.	Certain development projects impose Western values and practices, eroding local cultures.
Dependency on Foreign Aid	Continuous reliance on international funding weakens the economic independence of recipient countries, making them vulnerable to external influences.	Some African nations heavily depend on foreign aid for their socio-economic policies, reducing self-sufficiency.
Conditional Funding	Donors impose conditions that dictate policy frameworks, limiting the recipient country's ability to make independent decisions.	Structural adjustment programs by the IMF and World Bank force nations to adopt policies that may not align with their needs.
Impact on National	Foreign funds can be misused to create social	Pakistan's ISI has been accused of

Security	instability, radicalization, or even support terrorism.	using international funds to support radical groups and disrupt regional stability.
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Ethical Framework to Make Funding More Sustainable:

- **Maintaining Transparency and Accountability:** Transparency and accountability are critical in international funding to maintain public trust and ensure that their work is effective and ethical.
 - For instance, countries (receiving funds) can achieve transparency and accountability by implementing strong governance structures, including regular audits and reporting, stakeholder engagement, and open communication with their beneficiaries and partners.
- **Ethical Partnerships: International funding must be governed by ethical partnerships.**
 - For instance, a country more conscious about climate change must fund countries/bodies sharing the same concern.
- **Need-based Approach:** To avoid excessive funding, NGOs must limit themselves to some core functions like creating awareness about government policies, capacity building of citizens, etc.
- **Need for international law:** There is a need to ensure an international framework devised by international organizations and Governments to ensure an ethical approach is taken to give and receive funds internationally.
- **Abiding by Local Laws:** International funding must comply with local laws and regulations and maintain ethical standards in their operations and decision-making processes.
 - For instance, NGOs operating in India and receiving foreign funding must comply with Enforcement Directorate norms.

Conclusion:

Ethical considerations are fundamental to the functioning of international funding operations. Though the pursuit of aiding developing countries in their development is noble, international funding operations cannot be devoid of ethics.

Q.5 Answer :

APPROACH:

- Introduction: Define ethical dilemma as a situation where one must choose between conflicting moral principles.
- Body: Provide examples like choosing between loyalty and honesty in personal or professional settings.
- Conclusion: Highlight how ethical dilemmas challenge personal values, leading to a crisis of conscience.

Introduction:

An ethical dilemma can be described as a circumstance that requires a choice between competing sets of principles/values in a given, usually undesirable or perplexing, situation. Conflict of interest is possibly the most obvious example that can place people, especially in the public sector, in an ethical dilemma.

Body:

Ethical dilemma leading to crisis of conscience:

- Conscience is the ability to determine right from wrong, to decide whether to act with truth or deceit. When a person acts wrongly, the conscience pricks and alerts the person to avoid such an action. This happens in situations, where one finds it difficult to decide the due ethical dilemma.
- Despite this inner alert, if one acts against his/her conscience to meet the demand of the situation then there is a crisis of conscience.

Examples of ethical dilemmas leading to a crisis of conscience:

Public life: Public officials often face ethical dilemmas, sometimes leading to a crisis of conscience. For instance, consider a case where a public official has been ordered to forcefully evict illegal shelters from government land. While studying the case the official finds that the occupants are poor people with no other alternative for their survival.

In such a case, the official faces an ethical dilemma as s/he has to choose between her/his conscience of giving them time to vacate or perform his duty. If s/he performs her/his duty and goes against the interest of poor people without taking into account their concerns, there will be a crisis of conscience.

Public activism: An officer facing the dilemma of providing regular water supply and other infrastructural services to occupants of illegal settlements. The voice of conscience may motivate the officer to provide for basic facilities while the rules may prevent him from doing so. Abiding by the rules and choosing not to provide the facilities may lead to a crisis of conscience.

Example from personal life: I saw a poor child stealing a pencil from a stationary shop without paying for the same. Though I wanted to report this incident to the shopkeeper, I sidelined my voice of conscience, as the child seemed to be poor and needy. Thus, there was an ethical dilemma between two values, i.e., protecting the poor child vs. reporting the act of stealing. Choosing any one of two options may lead to a crisis of conscience.

Conclusion:

From the above, we can say that it is normal to have ethical dilemmas. However, it must be ensured that the voice of conscience gets heard and the person does not make decisions when faced with the crisis of conscience.

To avoid a situation of crisis of conscience, an individual should develop sound moral and ethical judgment, which can help them choose between good and bad. Also, there needs to be a proper legal setup to check any deviation and the wrongdoers ought to be punished.

GROUP B**Q.6 Answer :****APPROACH:**

- **Introduction:** Introduce the role of ethics officers in corporate governance, highlighting their importance in ensuring accountability, transparency, and ethical decision-making within companies in India.
- **Body:** Discuss the benefits of ethics officers in fostering a culture of integrity, preventing corporate fraud, and aligning business practices with national and international ethical standards. Address challenges and legal frameworks.
- **Conclusion:** Summarize the significance of ethics officers in strengthening corporate governance, boosting investor confidence, and contributing to India's economic growth and ethical business landscape.

Introduction:

In India, corporate governance has been under focus in light of irregularities such as the one involved in the **Satyam scandal**. An Ethics Officer serves as an organization's internal control point for ethics and improprieties, allegations, complaints, and conflicts of interest. They ensure corporate leadership and provide advice on corporate governance issues.

Body:**Significance of Ethics officer in strengthening the corporate governance in India:**

- **Develops the importance of ethics in the corporate domain:** An ethics officer maintains an up-to-date knowledge and understanding of corporate governance requirements, compliance and reporting responsibilities, and related legal benchmarks from central and state laws.

- **Ensures ethical business practices:** Many times loopholes exist in the regulatory frameworks, which lead to unethical practices.
 - For example, the existence of child labor, chemical discharges in water bodies, etc.
 - **In such cases, it depends upon the company** to decide whether it wants to exploit the loopholes or stick to the right means. Ethics officers ensure that the right means are adopted while making profits.
- **Protects the interests of whistle-blowers:** An ethics officer ensures that the identities of whistle-blowers are kept completely anonymous. If they are ostracised, bullied, or ignored by their colleagues, the Chief Ethics Officers intervene to put an end to this behavior.
- **Strengthens the faith of shareholders:** In conjunction with legal counsel, the ethics officers conduct annual corporate governance audits to determine the state of the corporation and present findings to superiors. They also ensure that the code of conduct is being strictly followed by the company.
 - **E.g., employees are being treated fairly or the corporation** is fulfilling its social responsibilities, etc. This strengthens the faith of shareholders in the corporation.
- **Promotes ethical work culture:** An ethics officer oversees the development and implementation of corporate ethics. It conducts ethical decision-making training for senior management on ethics and avoiding conflicts of interest. They provide processes for the confidential hearing of employees and promptly conduct investigations on issues related to ethics or conflicts.

Conclusion:

The concept of having an ethics officer was for the first time officially adopted in the USA in 1978. However, in the case of India, ethics officers are still a rarity. Even companies such as Tata Steel, which are known for their value system, do not appoint a separate ethics officer. Their managing director is also the chief ethics officer.

But, this is not a good practice since a **CEO himself can be under scrutiny at times**. The rising cases of unethical practices by corporations such as Vodafone, Ranbaxy Apple, etc. highlight the need for ethics officers to strengthen corporate governance further.

Q.7 Answer :**APPROACH:**

- Introduce emotional intelligence (EI) as a key factor in navigating competitive environments, enabling better decision-making, empathy, and leadership.
- Discuss EI's role in improving interpersonal relationships, stress management, and fostering collaboration in achievement-oriented settings.
- Conclude by emphasizing EI's importance for personal and professional growth, enhancing resilience, and contributing to success in competitive environments.

Introduction:

Emotional Intelligence (EI) is the ability to identify, use, understand, and manage one's emotions as well as the emotions of others in positive ways to relieve stress, communicate effectively, empathize with others, and defuse conflict. Its cornerstones include self-awareness, self-management, social awareness, and relationship management.

Body:

EI is considered important for success in a highly achievement-oriented environment where participants contend for the top positions, highly respected posts, the highest salary, etc. Such kind of environment induces stress among the participants, as attaining the best/topmost position is a highly valued achievement. For example, students who are preparing for their board exams or some competitive examinations are constantly stressed due to the stringent merit system, rigorous academic curriculum, and societal expectations.

EI can be of immense help to them as several studies reflect that EI is strongly linked to improved academic performance, avoidance of risky behavior, and life success among students. EI would help students develop a strong mental attitude to cope with the pressure of competition and can help in their healthy development.

Similarly, EI skills are important in one's professional setting and business environment as well. People with high EI quotients are empathetic, easy to approach, good listeners, and have effective communication skills. They also try to resolve conflicts before they escalate them to the next level through open and honest dialogue with colleagues.

Also, their ability to handle pressure improves business outcomes. Further, their adaptability and tact improve workplace collaboration, minimize internal conflicts, and boost team performance. Thus, leadership skills are enhanced, and professional contributions are valued.

Additionally, EI is increasingly being recognized as a differentiator by organizations as the high cost of **employee turnover, demands for higher profitability, business transformation, etc.** require employees who possess EI competencies and can be flexible as per the demands of the job. Teams with high levels of EI capabilities are more comfortable in understanding themselves and each other, which brings multiple perspectives to bear on challenges and leads to innovative solutions.

E.g. Google designed a course to help build EI with materials from a Zen teacher with entrepreneurial experience to create an interpretive approach to emotions as a source of mindfulness.

Conclusion:

However, EI may have a dark side too in a competitive environment, such as when individuals attempt to manipulate others' emotions to promote a personal agenda or for some other selfish cause. EI should be a tool to **perform better in social relationships, manage stress levels, and be optimistic** in the face of adversity. Thus, EI is an important trait to have as one aspires to move up the success ladder in a competitive environment.

Q.8 Answer :

APPROACH:

- **Introduction:** Discuss the importance of ethics in public service, focusing on the role of civil servants in ensuring fairness, transparency, and accountability.
- **Body:** Explain ethical standards like impartiality, integrity, accountability, and transparency in policy implementation.
- **Conclusion:** Emphasize how ethical conduct fosters public trust, ensuring effective governance and social justice.

Introduction:

The fundamental principle in a democracy is that all persons holding authority derive it from the people thus all public functionaries are trustees of the people. With the expansion of the role of the government, civil servants exercise considerable influence over the lives of people. They perform the functions of policy implementation and delivery of public services, give non-partisan advice to the political leadership, ensure coordination between different levels of government, bridge the gap between the government and the public etc.

The trusteeship relationship between the public and the civil servants requires that the authority entrusted to the civil servants be exercised in the best interest of the people.

Body:

In this context, it is expected that civil servants maintain ethical standards of behavior in carrying out their roles and responsibilities, which include:

- **Upholding public interest:** Civil servants should take decisions solely in terms of public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.
- **Maintaining integrity:** Holders of public office should not place themselves under any financial or any other obligation to individuals or organisations that might influence them in the performance of their official duties.
- **Objectivity in decision-making:** In carrying out public business, including making public appointments, awarding contracts or recommending individuals for rewards and benefits etc., civil servants should make choices on merit.
- **Accountability to the public:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office. They should also give reasons for their decisions and restrict information only when the wider public interest clearly demands it.
- **Honest behaviour:** Holders of public office have a duty to declare any private interest relating to their public duties and to take steps to resolve any conflict arising in a way that protects the public interest.
- **Leadership skills:** It is an important quality for civil servants, as they have to perform their duties with fortitude and set an example for others. They also need to be efficient, accommodative and disciplined.
- **Impartiality while carrying out responsibilities:** They must carry out their responsibilities in a way that is fair, just, and equitable and reflects a commitment to equality and diversity. Further, civil servants must not act in a way that unjustifiably favors or discriminates against particular individuals or interests.

Conclusion:

Although all citizens are subject to the laws of the land, in the case of public servants there must be standards of behaviour more stringent than those for an ordinary citizen due to their prominent role in governance and policy implementation.

Q.9 Answer :

APPROACH:

- **Introduction:** Address the importance of transparent governance for accountability while recognizing the need for confidentiality in sensitive administrative matters.
- **Body:** Examine the benefits of transparency and potential challenges, such as security concerns and bureaucratic efficiency.
- **Conclusion:** Emphasize the need for a balanced approach, ensuring both accountability and effective governance.

Introduction:

Both **transparency and administrative privileges** are necessary for effective and efficient governance. Transparency means sharing information and acting in an open manner. It ensures rule-based decision-making and enforcement, information disclosures to the stakeholders, accountability of the public officials for their actions, and remedial measures for the affected parties.

On the other hand, administrative privileges are the immunity provided to public officers to withhold information, especially state secrets. These privileges empower public officials to use functional discretion

and certain special rights while performing official duties to ensure flexible, adaptive, and sensitive administration.

Body:

However, there is a need to achieve a balance between the disclosure requirements and administrative privileges due to the following reasons:

- **Strategic concerns:** Disclosure of sensitive information related to national security and international relations without comprehensive analysis could jeopardize national interest.
- **Administrative efficiency:** Providing complete access to all proceedings and documents would not only create logistical problems and expenditures but would also impede important operations of the government. On the other hand, secrecy could lead to inefficiency and corrupt practices.
- **Citizen's privacy:** People share their personal information with the government. Its disclosure may lead to infringement upon the privacy rights of citizens.
- **Strengthening democratic framework:** Enhanced public participation in governance by disclosing information related to them puts extra checks and balances on administration and enables citizens to utilize their rights.
- **Fixing responsibility:** Disclosure of necessary information fixes the accountability of the public officials to the stakeholders, especially in the use of public resources.
- **Public interest:** Denial of information related to decision-making and its enforcement that concerns the public at large would be detrimental to the larger public interest.

The balance between disclosure requirements and administrative privileges can be achieved through:

Aspect	Description
Objective Assessment	Information that impacts national interests (e.g., sovereignty and integrity) should not be disclosed. There should be an objective assessment of information requests.
Proactive Disclosure	Public authorities should analyze, categorize, and classify information, proactively sharing it as required by Section 4 of the Right to Information Act, 2005.
Strong Penal Provisions	Ensure that individuals misusing information against national interests are penalized proportionately as per the Official Secrets Act.

Conclusion:

For ushering in an era of good governance, establishing a delicate balance between the 'normative concept of transparency' with the functional considerations to have efficient, sensitive, and flexible governance carving out necessary exceptions is the need of the hour. Moreover, balancing the competing and conflicting interests depends on the particular country, the genuine interest of the people accessing that information, and the legitimate national interest.

Q.10 Answer :

APPROACH:

Introduction:

The issue of stray dog menace raises ethical concerns about animal rights, public safety, and government accountability.

Body:

(a) Ethical issues include balancing human safety with animal welfare, addressing vigilante actions, and ensuring humane treatment of animals.

(b) Short-term: Increase animal control measures and public awareness. Long-term: Promote sterilization programs, strengthen animal welfare laws, and ensure sustained government action.

Conclusion:

A balanced approach, focusing on both public safety and humane treatment of animals, is essential for sustainable solutions.

Introduction:

The given case study basically presents a man-animal conflict, which escalates due to the negligence of local administration in controlling the population of animals, in this case dogs, beforehand. It also presents a situation where the dog lovers are at loggerheads with the complainants.

Body:**(a) The ethical issues involved in the given case study are:**

- Dogs are sentient beings known for their friendly and loyal nature. Culling them mercilessly would be inhuman and unethical.
- The roads are not safe for the children and elderly. This shows that the government is not working efficiently in the public interest.
- The Supreme Court order says, that wherever human lives need protection, the authorities have the right to remove the stray animals and practice euthanasia. This is the responsibility of the state, rather than some group to take law and order into their hands.
- In the absence of quick corrective actions by the administration, vigilante groups come forward. Such groups generally go out of the way and pursue illegal methods to resolve the issues at hand. For instance, rather than euthanizing the animal through sophisticated means, vigilante groups can opt for cruel methods of culling.
- Those who feed stray dogs and are sympathetic toward their situation do not feel responsible enough to ensure that the population of such pack animals remains limited, or the animals get neutered or vaccinated.
- The situation has created a tension in the society and has led to conflict, which can escalate further.

(b) As a DM of such a district, I would take the following course of action:**Short Term:**

- I would order a fast inquiry to find out the data related to the number of attacks by the dogs and would like to ascertain the actual threat to human lives because of the presence of dogs in the streets.
- Vigilante groups that are found to be involved in the practice of culling street dogs enmasse would be prosecuted under the **Prevention of Animal Cruelty Act, 1960**.
- If human lives were indeed in danger because of these dogs, I would order that the stray dogs be caught by the municipality as soon as possible. This would decrease the pack size and remove an immediate threat to human lives.
- The rabid and diseased dogs would be euthanized. The healthy and harmless dogs would be sterilized/neutered.
- If the number of dogs is very high and exceeds the resource capacities of the Animal Welfare Board, the local NGOs will be informed to shoulder some responsibilities.

Long Term:

- I would ask the Animal Birth Control unit to specify the scientific number of street dogs that can live harmoniously with a particular size of human society for different localities of the district.
- I would order the municipality to maintain the number of street dogs in a particular locality less than or equal to the above findings.
- I would ensure that a periodic drive takes place in the district to catch and sterilise/neutralise street dogs and leave them back in the locality.
- I would also ensure that a periodic vaccination drive takes place in the district.

- I would put forth a recommendation to the state government to bring a comprehensive policy on animal control so that adequate actions are taken as the need arises.

Conclusion:

Dogs have been domesticated by humans for ages, and they have proved to be a loyal companions to humans. However, dogs are territorial and are pack animals. So, it is imperative that their population does not go out of control to prevent their conflicts with humans.

Q.11 Answer :

APPROACH:

Introduction: Define corruption and highlight how public apathy enables it.

Body: Explain how indifference weakens accountability, allows unethical practices, and sustains corrupt systems with examples.

Conclusion: Emphasize active citizen participation as key to curbing corruption.

Introduction:

Corruption can be defined as the abuse of entrusted powers for private gain. It erodes trust, weakens democracy, hampers economic development and further exacerbates inequality, poverty, social division, and the environmental crisis. Exposing corruption and holding the corrupt to account can only happen if we understand the way corruption works and the systems that enable it.

Body:

The indifference shown by people to corrupt practices acts as a breeding ground for corruption. It can be better understood by the following examples:

Corrupt Practice	Explanation	Consequences
Bribery	Public silence or indifference implies tacit consent, encouraging officials to take bribes.	Leads to further crimes like drug peddling, tax evasion, fraud, information leaks, theft, and embezzlement.
Tax Evasion	Exploiting loopholes in the taxation system, often with public complicity.	Common practices include refusal to issue invoices, cash payments, and underreporting income.
Favouritism & Nepotism	Seen in the recruitment and awarding of contracts, often due to a lack of transparency.	Weakens meritocracy, reduces public trust, and leads to inefficient governance.

From the above examples, it is clear that public silence in such acts of corruption provides an opportunity for corruption to breed.

However, apart from public silence/ indifference, there are other causes of corruption in India:

- **Supply-demand mismatch:** At times, supply may seem to be lower than demand though this supply-demand mismatch is mostly artificially created.
 - For example, people may give bribes to get goods in a controlled economy.

- **Political corruption:** Almost all political parties issue tickets to candidates after taking huge amounts of money. Once these candidates get elected, they engage in corrupt practices.
- **Administrative:** Criminalization of politics and politicization of bureaucracy presents the perfect cocktail for the misuse of state power.
- **Social cause:** An increasing shift towards consumerism and materialism has led to an increased penchant for a luxurious lifestyle. To earn more money people are willing to adopt even unethical means with no consideration for others.
- **Neglect of moral and value inculcation:** Moral education does not form a significant part of the academic curriculum at the school/college level. Also, the emergence of nuclear families has led to neglect of moral and value teachings within the family.
- **Complex laws and procedures:** It is not easy for a common man to understand laws and procedures. Complicated laws with multiple interpretations often become a source of corruption.

Conclusion:

Therefore, corruption is a complex and multi-dimensional issue, which is the result of multiple issues. There is an urgent need for the education of the common masses about their rights and duties. People need to be vigilant and report even seemingly minor acts of corruption. In the era of digital revolution, people have power in their hands. They need to use this power effectively to make the system corruption-free.

Q.12 Answer :**APPROACH:**

Introduction: Define ethics in international relations and its role in legitimacy.

Body: Discuss ethical principles shaping legitimacy in diplomacy, humanitarian intervention, and global governance. Analyze cases of granted or withdrawn legitimacy.

Conclusion: Emphasize ethics as a foundation for legitimacy, shaping global stability and cooperation

Introduction:

International relations is concerned with political events and social forces that impact the lives of individuals, communities, and the human species as a whole, making ethical considerations inescapable. Ethics is central to the affairs of international relations, as it is concerned with war and peace, trade and production, and law and rights.

Body:

The following examples indicate that ethics in international relations does its work by granting and withdrawing legitimacy:

- **Slavery and apartheid:** The end of slavery began with various revolutions and rebellions, yet, the source of its ultimate demise was the loss of its moral legitimacy by the global community. Similarly, in South Africa, apartheid ended because of pressure from the global community against the inhumane practice.
- **Dissolution of the Soviet Union:** The Soviet Union collapsed when the values that held it together were no longer credible and sustainable. Its legitimacy among the global community diminished as many countries across the world aspired to become democratic.
- **Terrorism:** Terrorism, as a threat to humanity, has been accepted by all the international actors. Thus, there is legitimacy on combating terrorism through combined efforts. Actions taken by the FATF, OECD, etc., indicate the same.
- **Regime changes:** In recent years, regime changes have occurred because of the power of principles rather than the power of the gun. For example, legitimacy played a critical role in the 2011 uprisings in the Middle East. Leaders like Hosni Mubarak, Muammar Qaddafi, etc. were displaced because illegitimacy became the decisive force for change.

- **Responsibility to Protect (R2P):** It is an international norm that seeks to ensure that the international community does not fail to halt the mass atrocity crimes of genocide, war crimes, ethnic cleansing, etc. If a state fails to protect its citizens, it loses legitimacy and there is a need for the global community to intervene.
- **Movement on the need to address climate change:** Earlier policies of the governments for economic growth and development while neglecting the environmental consequences have lost legitimacy, especially in the era of climate change.
- **Nuclear use taboo:** In general, it is an accepted fact that nuclear weapons are means of mass destruction and there is a need to engage the major players toward radical reductions in the number of nuclear weapons. To further this agenda, the UN General Assembly passed the Treaty on the Prohibition of Nuclear Weapons.
- **Other efforts by the global community:** Serious attention is being given to the improved status of women, global poverty, and the plight of the least well-off, as seen in the aspirations of the UN Sustainable Development Goals.

Conclusion:

All of the above-mentioned issues are gaining legitimacy in international relations. They are even changing the way that individuals, corporate entities and nations perceive their own interests. Legitimacy provides leverage for action towards these issues by the global community.

Q.13 Answer :

APPROACH:

Introduction: Explain the principle of anonymity in civil services and its historical significance in ensuring impartiality.

Body: Discuss the doctrine of facelessness, its advantages (neutrality, efficiency) and challenges (accountability, public trust).

Conclusion: Balance anonymity with transparency to uphold integrity and public confidence in civil services

Introduction:

The principle of civil service anonymity is derived from the Whitehall model that backs the administrative traditions of the **UK, Australia, New Zealand, and Canada**. As per this model, public servants/bureaucrats should be politically neutral and work '**behind the curtains**'. They must keep themselves away from being recognized publicly or appreciated for that matter.

Body:

This has traditionally been seen as an important arrangement because:

Aspect	Explanation
Permanence of Bureaucracy	Civil servants serve across different governments, maintaining their jobs regardless of the political party in power. This stability requires a principle of anonymity.
Neutrality of Civil Servants	Civil servants must provide advice to governments without fear of political backlash or damage to their career. Anonymity ensures that advice is given impartially.
Advisory Role	Civil servants often advise governments of various political parties, and this advice must be unbiased and free from political influences. Anonymity helps protect this objectivity.
Impact of Visibility	Increased media visibility may compromise a civil servant's reputation as politically impartial, threatening their perceived neutrality. Anonymity safeguards against this risk.

In this context, the doctrine of facelessness refers to a situation in which civil servants are seen to be the servants of the ministers and must act solely by their policies and implement their instructions. They do not have an independent existence and they do not name themselves nor are named in public.

They must not be identified with a particular action whether it is for blame and criticism or praise and approbation. The ministers, as elected representatives of the people and as collectively the apex of the central executive hierarchy in the country, are solely responsible to the Parliament and accountable for the policies and actions of departments, and by consequence of the civil servants, over which they preside.

In recent years, the core principle of civil service anonymity has been dwindling for a variety of reasons. Members of Parliament are seen to be willing to name and blame the civil servants as opposed to accepting responsibility for the actions of their departments. For instance, in the 2G spectrum and coal block allocation cases, it was civil servants who have disproportionately been convicted compared to their political masters.

The inclination of a few Indian civil servants towards one or the other ideology over social media is not desirable. Various top-level bureaucrats who are at the helm of important portfolios (both civil and police) have used their social media handles to violate the cardinal principles of civil service anonymity and neutrality.

Conclusion:

Such incidents raise suspicion in the minds of the general public about the neutrality of civil servants. Thus, the principles of civil service anonymity and neutrality remain important, which should be upheld and observed strictly for better functioning of civil services.

Q.14 Answer :

APPROACH:

Introduction: Highlight the role of laws in guiding public administrators but emphasize their limitations in addressing ethical dilemmas.

Body: Provide examples of ethical challenges like bureaucratic discretion, corruption, and whistleblowing where moral judgment is essential beyond legal compliance.

Conclusion: Stress the need for ethical training and personal integrity alongside legal frameworks to ensure responsible governance.

Introduction:

While laws can be defined as an assemblage of rules and regulations set up by legislative bodies that are indispensable and must be followed by the people, rules are the standard set of instructions to operationalise the law, which should be followed by public. Their purpose is to promote the common good and societal welfare as well as to protect individual rights.

Body:

Laws and rules as a source of ethical guidance for public administrators:

Aspect	Explanation	Example
Clarification of Values, Procedures, and Actions	Laws and rules provide guidance to public administrators on the values and behaviors to follow while serving the public.	BPL persons aged 60 years or above receive old age pensions as per rules.
Regulation of Public Goods and Natural Resources	Laws and rules regulate the provision and use of public goods and natural resources to ensure equitable distribution.	Distribution of food grains through the Targeted Public Distribution System.
Promotion of Order, Fairness, and Safety	Laws and rules aim to promote order, fairness, and the safety of citizens in various	Traffic rules and regulations bring order to city road traffic

	aspects of life.	and ensure citizen safety.
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However, laws and rules are not sufficient in themselves to guide public servants in certain situations as follows:

- **Conflicting laws:** In case of conflicting laws, a public servant's own moral prudence and individual morality rather than law serves as a guiding light.
 - For example, the conflict between the sharing of information in the public domain through the RTI Act and restrictions as per the Official Secrets Act leads to the officer using his morality to decide the course of action on a case-by-case basis.
- **Evolving laws:** As society evolves, it is not the laws and rules but larger public values and moral principles that serve as a source of ethical guidance for public administrators to bring required changes in the laws and rules.
 - For example, Section 377 of the Indian Penal Code, Pre-Conception and Pre-Natal Diagnostic Techniques Act, etc.
- **Actions driven by compassion:** Owing to his compassion, civil servants might have to go beyond the limiting laws to help the downtrodden or the needy.
 - For example, in case of an inclusion and exclusion error in the beneficiary registry, missing the Aadhar document, or provisioning of ration to poor elderly who are a victim of the system and in desperate need.
- **Sensitization and awareness:** Public offices have Citizen Charters with specified rules guiding public service delivery, however, these rules are, at times, not followed due to a lack of sensitization of public servants and awareness among citizens.
- **Role of individual's conscience:** At times, an individual's conscience helps as a guide to make ethical decisions.
 - For example, public administrators are involved in corruption cases despite the Prevention of Corruption Act, of 1988.

Conclusion:

Beyond laws, rules and regulations, it is evident that public administrators must take reasonable care to ensure a clear inner conscience. Public administrators must not only do the right things but also do the things right.

Q.15 (a) Answer :

Introduction:

- Public life refers to aspects of social life that take place in public, in the open, as opposed to more private social contact inside families, private groups, and so on.

Body:

- The preceding quote from Mahatma Gandhi is particularly relevant in today's political context. Because the actions we make now will have long-term ramifications for future generations.
- "We don't know what the future holds for us, therefore we must do things today entirely," Saint Kabir said. This couplet emphasises the importance of now, meaning that what we do now has an impact on our future.
- People increasingly waste water and are unaware of the importance of saving it. They do not currently engage in large-scale activities such as rooftop harvesting, drip irrigation, or other

similar practises. As a result of these actions, India's and the world's futures appear bleak, and that is scarce.

- Unplanned and chaotic construction, wetland encroachment, and other contemporary developments are wreaking havoc on major cities around the world. Everyone's memories of the Uttarakhand floods in June 2013 and the Mumbai floods are still fresh.
- King Ashoka also spread dhamma so that people could do excellent work now and have a pleasant and long-term future.
- Renewable energy subsidies, the creation of an International Solar Agency, electric vehicles, afforestation grants, and other current activities will ensure that India reaches its national targets, SDGs, and the Paris Agreement in the future.

Conclusion:

- One can never change their past, but they can influence their future by working in the present. As a result, one should try to increase the well-being of the global community.

(b) Answer :**Introduction:**

The quote by Aristotle emphasizes the importance of self-awareness as the foundation of wisdom. In the context of ethical decision-making for civil servants, self-awareness plays a pivotal role. It involves understanding one's values, beliefs, strengths, weaknesses, biases, and motivations.

Body:***Alignment with personal values:***

Self-awareness allows civil servants to recognize their core values and beliefs. When faced with ethical dilemmas, they can assess whether their actions align with their principles. For example, a civil servant who values transparency and integrity will be more inclined to make decisions that promote accountability and honesty.

Identification of biases:

Self-awareness helps civil servants identify their inherent biases and prejudices. It enables them to reflect on their perspectives and consider alternative viewpoints. By recognizing and challenging their biases, civil servants can make more impartial and fair decisions. For instance, a civil servant aware of their unconscious biases related to gender or ethnicity can strive to ensure equal opportunities and treatment for all.

Management of conflicts of interest:

Self-awareness allows civil servants to recognize potential conflicts of interest that may compromise their objectivity. By understanding their personal and professional interests, they can take steps to mitigate biases and ensure unbiased decision-making. For instance, civil servant involved in procurement processes should be aware of any personal connections or financial interests that could influence their judgment.

Emotional intelligence and empathy:

Self-awareness fosters emotional intelligence, enabling civil servants to understand and manage their own emotions and empathize with others. This skill is crucial in ethical decision-making, as it helps consider the impact of decisions on various stakeholders. Empathy allows civil servants to make decisions that prioritize the well-being and rights of individuals affected by their actions.

Conclusion:

Self-awareness serves as a cornerstone for ethical decision-making in civil services. It empowers civil servants to align their actions with their values, recognize and overcome biases, manage conflicts of interest, and demonstrate empathy. By cultivating self-awareness, civil servants can make ethically sound decisions that promote the greater good and uphold the principles of justice, integrity, and fairness.