



**GENERAL STUDIES (Test Code : 307)**

Overall Macro comments / feedback / suggestions on Answer Booklet:

1. Improve content in some cases
2. Else your answers/  
are well organised and structured .....
3. Keep it up!
4. all the best!
- 5.

All The Best

1. (a) What do you understand by Administrative Ethics? Why is it needed for efficient functioning of the administrative machinery? 20

Administrative ethics are the socially accepted principles which guide the morality of administrative actions & officials. Some key components are:

1. Empathy & Compassion: Administration should specially serve the weak & poor as they are helpless.
2. Impartiality: An administrator must be impartial & should not have any conflict of interests.
3. Objectivity: He/she must base the decisions solely on facts & rationality.
4. Openness: She is expected to submit her actions to general scrutiny.
5. Accountability: She should take resp.

onsibility for her acts & be answerable to general public.

6. Honesty: She should carry out her duties without personal favor & honestly.

7. Leadership: She is expected to be the leader of general public & staff.

#### NECESSITY FOR ADMIN. ETHICS

• Laws, rules & regulations cannot govern all aspects of administration. because it is so diverse, dynamic, and involve many situations not envisaged before.

• So the administrator must be guided by ethics & specially in discretionary situations. Only then public interest can be ensured.

• If we don't have accountability,

then it promotes a culture of policy  
paralysis. Because juniors ~~would~~ be  
hesitant in carrying out orders as  
they know the seniors / ministers will  
only make them scapegoats. eg. P.C. Parashar  
case  
- lack of admin. ethics also leads to  
arbitrary executive actions as in  
Durga Shakti & Khemka cases.

1. (b) Explain the idea of "Nishkama Karma" and bring out its significance for public servants. 20

The 'Nishkama karma' from Bhagavad  
Gita enjoins one to perform his  
duties (dharma) without ~~any~~ consideration  
about what self benefits or losses  
it would bring. Only then can  
we stay true to our duty.

### SIGNIFICANCE FOR PUBLIC SERVANTS

- The ~~idea~~ duty of public servants

is to serve and further public  
interest. They can ~~only~~ do this  
if they ~~stop~~ worrying about the  
consequences of their actions for  
themselves.

- eg. releasing... an anti-social element  
on the request of a minister may  
be personally beneficial for the IPS  
officer. But this would be disastrous  
for public interests as it may worsen  
the riot situation. eg. Muzaffarnagar

- Mishkama Karma alone can help the  
officers in being honest and upright  
and maintain their integrity. They  
would never be tured by quid

pro quos.

- Such officers generally enjoy high dignity. Their name is taken with respect, both in general public & in official circles.
- There are many instances where such officers are appreciated by politicians, who too have to keep public grievances to a minimum. So they appoint such officers to important postings.
- Nishikama karma helps officers to stay efficient and avoid dilemmas.
- They don't have to worry about reciprocating all favors or about facing damaging allegations later.

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good answer

1. (c) Discuss the concept of integrity and how it is neither a single character trait nor limited to a particular role. 20

Integrity means adopting similar standards or principles in similar situations across time and interested parties. And these have to be morally correct. Thus if a police officer refuses to register a rape FIR because the accused is influential, but he registers it when accused is poor, this is a violation of integrity. He/she must register the FIR irrespective of the accused.

INTEGRITY NOT A SINGLE TRAIT

- From the above example only, we can see integrity requires one to



be courageous - to be able to face any personal consequences and resist any temptations.

- It requires the officer to be honest.
- It requires the officer to have strong values and a consistent set of core beliefs.
- It requires one to be ever vigilant.
- High analytical skills are needed to be able to compare situations.
- One has to be objective & national.
- One has to listen to conscience.

### INTEGRITY NOT LIMITED TO SINGLE ROLE

- Integrity not limited to professional life where each profession like sportsman, lawyer, officer, business

has own integrity requirements.

- In personal life, as a man one must treat his wife & daughter <sup>- in law</sup> in a manner as he would ~~be~~ <sup>treat</sup> his sister & daughter to be treated.

- In social life, one must stand for the welfare of society over narrow personal ~~gain~~ <sup>gain</sup>. eg. all of us want a corruption free society.

1. (d) How would you define moral attitude? Discuss its relevance in shaping a Civil Servant's attitude towards integrity of public service. 20

Moral attitude means the degree of firmness and the thoughts one has towards the importance of moral values, of being morally right, of righteousness in life. In civil service, this means the importance <sup>the</sup> ~~one~~ officer attaches to being morally right in her conduct, intentions and actions.

RELEVANCE IN SHAPING ATTITUDE TOWARDS  
INTEGRITY <sup>OF</sup> ~~THE~~ PUBLIC LIFE

- Integrity requires the officer to be consistent across time & situations.
- In public life, often one may face serious disadvantages for maintaining integrity. eg. Ashok Klemker. It may be tempting to achieve some personal gain by changing one's principles just for once.
- But how strongly does one feel about maintaining integrity in above situations then largely depend on how much importance one attaches to being morally upright in life.
- This is because all the material incentives may be lined up against

maintaining integrity. Thus a strong moral  
attitude is often a prerequisite towards  
having a strong positive attitude towards  
integrity.

• For an officer, who thinks, morality  
is so good thing only in books &  
in real life one has to "manage"  
situations on other considerations, losing  
integrity is very easy & she would  
not have a pro-integrity attitude.

• The present degenerated state of gover-  
nance largely stems from the loss  
of attitude of civil servants towards  
integrity of public service, which  
in turn happened due to their  
weak moral attitude.

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Improve  
Content  
and  
Analysis

Refer  
model  
answer

2. (a) What is the difference between an acceptable business gift and a bribe? What kind of norms and structures should an organization have in place to help its employees avoid ethical dilemmas on such issues and make the right decision? 15

An acceptable business gift is generally of a smaller value. The intention behind the gift is not to influence any business decision in the favor of the gift giver but only as a general goodwill gesture according to social norms. But a bribe is generally given to influence a business decision & is of a material value.

#### SUGGESTED NORMS & STRUCTURES

- The guiding principle should be "better to err on side of caution".
- An ethics committee should be constituted which will issue guidelines.
- Individuals should be allowed to

self declare any potential conflict situation to the committee within a prescribed period. Doing so will not penalise them.

- Zero tolerance should be adopted for violations or delayed declarations.
- A monetary value of acceptable gifts may be prescribed may be according to one's total remuneration. A ceiling on total value of gifts acceptable may also be imposed.
- Any person should not be allowed to accept any gift from a person which may put him in a conflicting situation or be seen as an inducement to affect business decision.
- speedy investigation of complaints by a departmental enquiry
- effective grievance redressal.

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2. (b) Give the general model of ethical decision making and explain how it is contingent on both the individual and environmental influences. 15

### GENERAL MODEL

Step 1: Identify the ethical dilemma involved in various possible alternative actions.

eg. Doing A would pose issue 1, doing B would 2

Step 2: Analyse each act alternative through the various ethical approaches. eg. Utilitarian, deontological, justice, fairness etc.

Step 3: See what <sup>actions</sup> these approach suggest.

Order them in descending order of probability acceptability.

Step 4: Choose the most acceptable action

If a middle path can be found which overcomes its drawbacks, follow that.

eg. if building a speedbreaker can save lives from road accident as well as save trees which would have been cut to expand the road, do it if it is otherwise pos feasible.

INDIVIDUAL INFLUENCES

- They come in heavily when one decides whether an action is more or less acceptable than the other.
- eg. whether one prefers ends over means? if so, she would likely go by utilitarian ethics.
- It also comes in while thinking of various possible alternatives or the middle path. eg. if one is against cutting of any tree, the middle path of sustainable development won't even come into picture.

ENVIRONMENTAL INFLUENCES

- The family, social circle, books, leaders are all part of environment, but play an important role in shaping individual preferences highlighted above.
- socially acceptable norms change over time & place & may lead to not recognising an ethical dilemma itself. eg. women equality was not an ethical dilemma say 1000 years back.



2. (c) What do you understand by "public interest"? What constitutes the public interest? 15

Public interest is the interests of the community at large. There are certain things where it is not practical for a single person to protect her interests. It becomes a lot easier if the entire community comes together to protect it.  
eg. national defence.

- Then there are certain things which, if left to an individual, may see him take personal advantage of it, to the harm of the entire society.  
eg. if we leave coal mines with a person, he would use it to maximise personal profit only.

- According to Rousseau's social contract theory, people came together & surrendered some freedoms to state so that the state can serve public interest. This <sup>makes the govt. a trustee.</sup> places a great responsibility.

#### OTHER COMPONENTS OF PUBLIC INTEREST

- Protection of weak and poor
- Rule of law, speedy & equitable justice.
- Social, economic & political equality.
- Some activities require specialised knowledge like approval of drugs. Common people can't do it, so we need govt. to do it honestly in public interest.
- Protection of environment and biodiversity.
- Protection of minority rights is in public interest too.

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2. (d) An essential requirement of good governance and socio-economic development of the nation is 'probity in governance'. Examine. 15

Power tends to corrupt. Absolute power corrupts absolutely. Probity in govt. acts as a very <sup>effective</sup> ~~useful~~ check on the abuse of power.

- Thus it ~~reduces corruption~~.
- It reduces ~~arbitrary decision making~~.
- It opens the ~~govt. decision making~~ to scrutiny by general public. The public can thus put pressure on the ~~govt.~~ to ~~reform~~ and ensure good governance.
- Probity is the basic step in ensuring citizen participation in governance which leads to ~~good governance~~.
- It acts as a check on the govt. officials and ~~politicians~~ from abusing

their power for personal gains.

- On the socio-economic front too, it ensures that the resources being spent on various schemes are not squandered away.
- without probity, there would be no deterrence for corrupt officials.
- without probity, there can be no accountability. Thus probity is an essential requirement; but it is not sufficient in its own.
- Probity can only build public pressure for reforms. But there must be mechanisms like social accountability in place to ensure actual reforms.
- When masses are poor & uneducated, or swayed by caste & religious mores, there is a limit to which public pressure can be built.

3. (a) Discuss the role of empathy in successful leadership.

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- In a successful leadership, it is very important to connect with the people. These people are often downtrodden and oppressed by the system.
- Empathy, or the ability to understand their plight & feel it, is thus very important for the leader to connect.
- Only then will she understand their real problems & can think of the ways to solve them.
- If she doesn't do so, people may desert her & she would fail as a leader.
- we have instances where <sup>some leaders</sup> ~~ministers~~ say people can eat for 5 Rs; or that Delhi rape protesters were 'dented'

and painted'; or that the gont doesn't  
sell onions. They may be right in  
facts, but ~~still~~ their support base  
eroded, they landed in controversy  
because they lacked empathy.

- Even for corporate leaders, empathy is  
needed to connect <sup>to the bottom of</sup> ~~with them~~  
~~the employees & motivate them.~~  
the pyramid & succeed. eg. ITC e-Choupal.

3. (b) What is the role of emotional intelligence in differentiating leadership from management? 10

A leader requires much higher  
order of emotional intelligence (EI)  
than a manager.

- A manager generally operates in a  
sort of framework where rules are  
largely defined and employees know  
what they have to do.

- But a leader is one who creates  
his own rules, who changes the game.

Thus the employees are unsure of  
their duties and the leader has  
to guide & motivate them to take

the new direction. For this, he  
needs high EI.

- Even when dealing with superiors /  
politicians to get their approval for  
a new project or the peers to get  
their support; high EI is needed  
by the leader.

- A manager with high EI would  
manage his relationships & work better  
and thus stand out <sup>from</sup> his peers.  
He would be in line to get elevated  
to leadership positions.

4. (a) X is excellent student and has always been at the top of his class in your College. In his senior year he got selected to MIT. In February, his Internal Assessment is due. X did his research and was writing his paper, he was using some web sites for some last minute help. He has already written much of the paper, but he finds an essay on his topic that fits perfectly. He cuts and pastes some part of the topic. You notice the change in the writing style and then check the web for plagiarism. Should you give the student a zero and report the situation to the guidance counselor and principal so that they may communicate the infraction to MIT? 20

The ethical dilemma involved here is:

1. the career of the bright student
2. Academic integrity.

~~Important~~ FACTORS UNDER CONSIDERATION

- his past record - excellent student.
- high chances this was one off event.
- he had already written much of paper & done research.
- his future is at stake.

Analysis  
Action: ~~Not taking any action~~ / ~~more~~ warning

- This would save his career. Reporting may be too severe a punishment



for this 'small' mistake. He had  
anyways done most work.

- But this doesn't pass on following  
grounds:

a) He may be encouraged to resort to  
such practices in future even though  
this was his first time....

b) This would be an act of academic  
impropriety on our part. It's our duty  
to check plagiarism. (deontological ethics)

c) Criteria such as Rawls' veil of igno-  
rance and Kant's categorical imper-  
ative also require us to take  
action. when we apply consequen-  
tialism from society's point of view,  
we need to check plagiarism.

d) He must have known very well  
that plagiarism was wrong and the

consequences could be severe, yet he did it.

• Mere ~~warning & not reporting~~ may save his career & may even ~~lead~~ him not to indulge in ~~plagiarism~~ in future.

- But this would still be a violation of all our ethics & duty and would make the world worse off.

- Mis is a serious offence.

So we must ~~give zero~~ and report the matter. Not doing so would set a ~~bad precedent~~ & violate integrity.

4. (b) A plane with 200 passengers on board has been hijacked by terrorists. The plane is grounded in a country in which a number of the hijackers' associates have been imprisoned for acts of murder committed ruthlessly in that country and in others. The hijackers demand the release of all these prisoners, and state that they will exterminate all the passengers if this is not done. To show they mean business, they shoot the youngest passenger, a child of 6, and drop her body onto the concrete. What should the authorities do? The hijackers are known to have enough weapons to blow up the plane; 200 innocent people could die; but by acceding to these demands, the authorities could be giving the all-clear to similar potential hijackers throughout the world. On what principle should the solution be determined?

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We released one Maulana Massad Azhar in Dandhar in 1999. We are still paying for it in our blood.

### Ethical dilemma

- Not releasing would risk these 200 innocent lives, for no fault of their own.
- The state fooled them, why should they be made to pay?
- They include women, children. The fairness & justice principles when applied to them would require us to release.
- However, releasing would further lead to future hijackings. Utilitarian ethics clearly rule it out.

### The Ethical Principle for guidance

Why does state exist? What is its first and foremost duty?

A state owes its existence to a social contract which puts its overriding duty as to act in public interest. And so, its first & foremost duty is to protect its people.

- This duty to protect ~~requires~~ the state to arrest all the terrorists.
- By letting the hijacking happen, the state has already failed.
- But should a ~~mistake~~ <sup>failure</sup> be corrected by committing another failure? No.
- The right thing for the state to do is to arrest terrorists, not release them.
- By releasing, it would ~~have~~ <sup>be</sup> committing another failure as these terrorists would target its populace in future.

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- This would also set a bad precedent & encourage more hijackings. Thus the state would be committing more wrongs.
- It can be argued that the security can be tightened in future, but a state can't neglect its duty now & risk its people.
- So the ultimate duty requires that the state doesn't release the terrorists.

4. (c) You are a project engineer and assisting your project director along with his brother in law, appointed on a contract basis, in developing a presentation that would get your cash strapped PSU organization significant funding for a new power generation project from central government as well as private investors. Now, when it comes to actual presentation before government officials and private investors, director assigns his brother in law to present the plan. As expected, this project plan gets approved with huge appreciation of the suggestions you had added to the plan. On this, much to your surprise, project director passes all the credit to his brother in law, for which he receives open adulation. Later, when you question your director regarding this unethical behavior, he tries to convince you that you, being a very bright engineer, would come across many other opportunities to prove your caliber but this small favor would get his brother in law permanent appointment in this PSU. What should be your future course of action?

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The director clearly violated his ethics  
and so did his brother in law.

But what do our ethics say?

- We were a part of the team. And  
its team's success which should

- matter and not whether we get the credit or not.
- We should simply contribute our best for the team & not worry about rewards.
  - Thus our professional ethics suggest we shouldn't mind it & move on.

#### THE LARGER ISSUE

- The larger issue at stake here is the honesty, integrity, culture & well being of the organisation & society.
- Our duty towards organisation & society is to discourage such fraudulent practices. Such practices would only reduce the work efficiency,

set wrong precedent & damage its moral fabric. Thus consequential ethics clearly demand me stop it.

• Even virtue ethics say we report the matter & put an end to this wrong practice. We don't want to be the kind of person who failed to stand against nepotism.

• For the common good of the society & organisation too, we must stop this.

#### RECOMMENDED ACTION

- Keeping the above considerations in mind, we should:
  - a) report the matter with full facts to a higher authority than

the director.

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b) also explain ~~the~~ our position clearly to director & in our report that we are doing this for larger good & not to get credit.

5. (a) A convicted mobster decides to make a charitable contribution. He offers more than \$1 million to a hospital to build a children's wing. He will make the contribution if the new pavilion is named after him. The hospital board accepts the gift, with that stipulation. Do you think the hospital was right in accepting the gift?

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#### RATIONALE ETHICAL REASONS OF ACCEPTING & NAMING

- Accepting would ~~have~~ aided a noble cause. It would only help the children. Naming the pavilion was only a small cost to pay. Overall, utilitarian ethics endorse the action.
- He was doing a noble deed. So if he wants to be remembered for that what is the harm?
- This may even indicate a change of heart of the criminal.



ETHICAL RATIONALE AGAINST THE ACTION

- True children would have ~~been~~ lost out if we didn't name it, but we can't ignore the means for the end.
- The master didn't have a change of heart. If he had that, he wouldn't have insisted on naming.
- He may ~~have~~ other ulterior intentions also. Maybe he was <sup>just</sup> trying to build a good name for himself so that people overlook all his bad deeds. Maybe he wants some personal gain out of it like entering politics. Clean intentions are as imp. as a clean act.
- Naming is usually ~~done~~ done after people who ~~have~~ done some exemplary work and who we would want

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to follow. What kind of example  
would it set for our young ones  
by naming after a criminal!

So we think the hospital was wrong.

5. (b) You are posted as a DM in a district. You come to know that a newly appointed BDO is making commissions from developmental activities being carried out. Before taking action, you plan to do some background check and come to know that this BDO is from a very humble background and his relations are dependent on him. Moreover, he is funding the education of their children. You also come to know that this BDO is pro-poor and has implemented all BPL schemes with efficiency, wherever posted. Keeping these facts in mind, what would be your course of action? 15

Ethical arguments for not taking action  
or only a warning

- There is a strong utilitarian argument  
in his favor. He is very efficient &  
the poor at large are benefiting from  
him. So the society's utility is  
increasing.

- Because he benefits the poor, even  
the justice & fair ethics favor him.

- he is also funding children's education of his relations. Thus he is ~~not~~ not squandering away the ill-gotten money.

### Ethical arguments against the BDO

- what he is doing is theft. It is wrong. ~~It~~ He is violating his duty & is also not doing any favor by being efficient. It was his duty.
- Men our duty too is to check corruption. If we don't do it, we would violate our integrity, professional ethics. So deontological ethics require us to take strict action.
- Men if everybody starts doing what he is doing, the society would be far worse off. We can't ensure in that case that everybody

would be honest & not waste the  
money for ~~many tasks~~. So even Kant's  
categorical imperative requires us to  
take action.

- If we don't stop him, his corruption  
would only grow & ~~hurt~~ hurt the society.  
We can train others to be efficient.

#### RECOMMENDATION

- Report the matter formally & take  
strict action.

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