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**MAIN – 2020**

**GENERAL STUDIES IV**

**RAPID +**

(Batch R) Test Code: TC296  
DATE:

CANDIDATE NAME:

AHINSA JAIN

MOBILE  
NUMBER:

UPSC ROLL NO :  
(compulsory)

Email ID:

SIA UNIQUE ID

#	MAXIMUM	MARKS	INSTRUCTIONS					
1(a)	10		<ol style="list-style-type: none"> <li>You are expected to attempt all questions provided in the booklet within the given timeline.</li> <li>The medium of examination is English and answers written in any other language will not be evaluated.</li> <li>Use only blue and black pens to write answers. Do not use a pencil for writing the answers. However, pencil may be used for drawing diagrams, sketches, etc.</li> <li>Kindly ensure that you adhere to the word limit mentioned against each question.</li> <li>Do not write answers in illegible handwriting. Such answers may not be evaluated.</li> <li>Please make sure that you write answers for the specific questions under the respective question itself. Answers written elsewhere at unspecified places in the booklet shall not be evaluated.</li> <li>If you wish to cancel any work write "Cancelled" across it, otherwise it may be evaluated.</li> <li>Do not write in the QCA Booklet anything other than the actual answer such as obscene, abusive expression etc., nor put any sign/mark having no relevance to the answer. Do not make any direct/indirect appeal/threat to the examiner.</li> <li>Students submitting copies online must ensure that the quality of scanning is not compromised</li> <li>IF THERE ARE ANY CONCERNS/GRIEVANCES/SUGGESTIONS PLEASE WRITE TO US AT <a href="mailto:evaluation@shankarias.in">evaluation@shankarias.in</a></li> </ol>					
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SECTION 'A'

Q.1

(a) "Waste no more time arguing about what a good man should be. Be one." (Aurelius). What are your personal moral rules of living that enrich your character? Illustrate two such rules, with examples, that adds to your goodness? (150 words, 10 marks)

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The above quote finds resonance with Gandhiji's quote of "Be the change you wish to see in the world"

Meaning of quote

1. Practising what one preach  
Eg: Water conservation at household level
2. Leading by example

My personal moral rules

1. Practising honesty not only in letter but also in spirit  
Eg: Telling truth to mother when I stole rubber in 1<sup>st</sup> standard.



2. Compassion, by emphasising and helping relieve suffering of others

[Eg]: Helping the maid's daughter in her studies -

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3. Being responsible towards environment

[Eg]: ~~Not~~ Taking initiative of clearing my area of plastic waste.

4. Dedication, punctuality

[Eg]: Reaching the exam hall well before time

Goodness

1. Selflessness

Eg: sharing my pocket money for orphans

2. Persuasion: convincing others

[Eg]: Persuaded households during Swachh Bharat Mission

Hence, goodness is the only investment that never fails.



(b) "Universal compassion is the only guarantee of morality." (Schopenhauer). Do you think practising compassion is the only way for building an inclusive society and bridging our divisiveness? (150 words, 10 marks)

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Compassion is the empathy in action when an individual recognizes the sufferings of others and take steps to reduce such sufferings.

Eg: IAS Parmeshwar Aiyer's compassion towards manual scavengers:

Only guarantee

1. Dalai lama argued that compassion is not the luxury but a necessity for a peaceful world.

2. Compassion crosses going beyond law for vulnerable sections.

Eg: DBT / PDS for a women without Aadhaar.





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3. Work towards gender inclusive society.

Eg: IAS Kundan Kumar → saving the womb initiative.

4. Concerns of elderly, disabled, children are addressed

Eg: Kailash Satyarthi working against Child labour

However other values also required

① Spirit of tolerance to respect diversity.

② Objectivity and emotional intelligence

③ Guided by larger public interest by following integrity.

Hence, compassion alongwith other values will help in realizing Unity in diversity and Sabka Saath, Sabka Vikas



Q.2

(a) Do you agree with feminist ethicists that women are 'more emotional' than men, and pay more attention to relationships rather than rules, this is not a sign of their being less ethical, but, rather, "of different values, that are equally valuable". (150 words, 10 marks)

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Feminist ethicists talk about the important role played by women in building the ethical muscles and ethical competence of society.

Eg : Greta Thunberg being a female is more receptive to environmental concerns.

Women - more emotional

1. Values of caring, nurturing are inherent in women.

Eg : Role played by Jacinda Arden, New Zealand PM during Covid Pandemic

2. Work for social welfare

Eg : women Sarpanch in Panchayats.



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3. Persuasion skills are more appealing
4. Guided by self conscience and righteousness.
5. Values of selflessness, humility, love are ingrained  
Eg: Role of mother in family.  
However, women cannot be bound by such qualities alone
1. Leadership qualities are visible  
Eg: German Chancellor Angela Merkel.
2. Ability to nudge people to reform.  
Eg: Dr Kiran Bedi - Tihar Jail reforms
3. Are becoming more vocal about their rights and sexual exploitation.  
Eg: # Me too campaign
4. Their mettle is recognised in male dominated domains  
Eg: Women in permanent Commission

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- (b) The language of rights proved to be the most powerful language for moral change in the 20th Century. Discuss. (150 words, 10 marks)

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Rights are the demand  
of individual which are recognized  
by society and enforced by  
states

Eg : Right to education in India

Most powerful language for moral  
change

1. Political rights ensured right to  
vote and universal adult franchise
2. Socio-economic rights recognized  
right to work
3. Gender rights provide for  
equal pay for equal work





4. Right to clean drinking water recognised by Supreme Court in M.C. Mehta Case.

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5. National Food Security Act ensure right to food under Article 21 (Bandhua Mukti Morcha Case)

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6. With rising consciousness, rights of LGBTQ community is also getting recognition.

Hence rights are necessary pre-requisite for moral upliftment of society.



Q.3

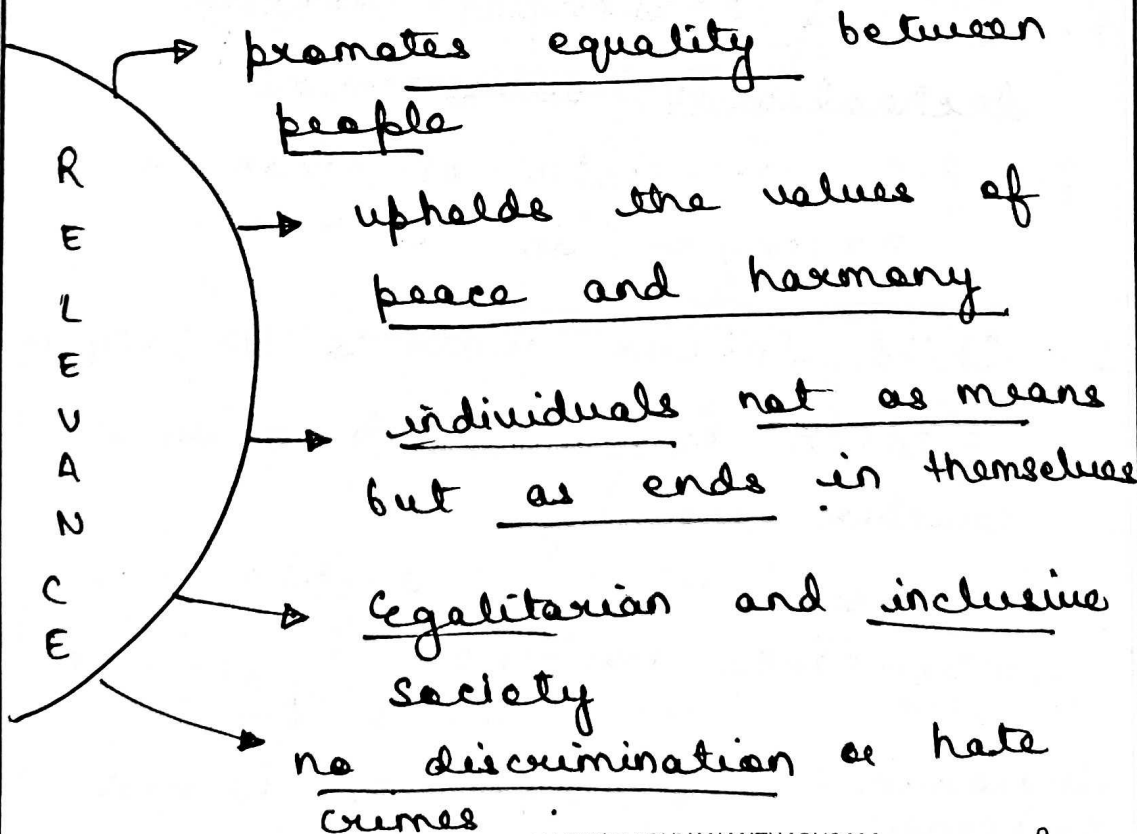
(a) "Whatever has a price can be replaced by something else as its equivalent; on the other hand, whatever is above all price, and therefore admits of no equivalent has a Würde (Dignity)". (Kant) Explain the relevance of human dignity as a human value and briefly describe the dignity violations that are observed in Indian society. (150 words, 10 marks)

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Human dignity is a priceless possession of an individual which keeps the human at the centre.

[Eg] : Human dignity as a human right recognised by UN Declaration of Human rights.





Dignity violations in Indian society

1. Women discrimination and sexual violence

Eg: Unnao rape case

2. Prevalence of modern slavery in the form of low wages

Eg: Migrants during lockdown

3. Practice of untouchability even after 73 yrs of independence

4. Manual scavenging despite technological advancement

Eg: Recent deaths of manual scavengers in Delhi

5. Child labour violates dignity of children Eg: child labour in fire cracker industry

6. Honour Killings, restrictions on inter-caste marriage.

Human dignity is inviolable principle of human existence.

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(b) Do you agree that in the Indian context, ethics in governance can be ensured by administrative reforms and administrative acts? (150 words, 10 marks)

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Ethics in governance  
as suggested by 2nd ARC in  
its 4<sup>th</sup> report "Ethics in Governance

describes it as set of standards  
which society places on itself  
to help in decision making

Eg : IAS U Sagayam disclosing  
source of income and rejecting  
bribe

Administrative reforms and administra-  
tive acts

1. Acts as external mechanisms  
of accountability.
2. Prevention of Corruption Act  
to check corruption by officials.





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3. Defines code of conduct to guide individual behaviour  
However ethics in governance is a much broader concept and cannot be only ensured by external mechanism

- 1) need of foundational values to be imbibed in civil servants.
- 2) ethical training and integrity test.
- 3) Ethical work environment promotes ethical behaviour
- 4) Code of Ethics and Ethics Commission as suggested by 2nd ARC.

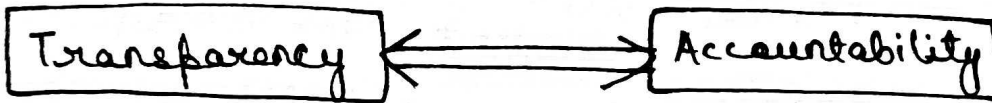
ethics in governance requires both external and internal mechanism to ensure good governance



4

(a) "Transparency and accountability are interrelated concepts and mutually reinforcing." Explain with suitable examples of how both the concepts are interrelated and mutually reinforcing. (150 words, 10 marks)

Transparency and accountability are the touchstone for ethical governance and to move from darkness of secrecy to light of openness.



- openness of government
- Eg: e-governance
- responsibility + answerability
- Eg: social audit

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Interrelated and mutually reinforcing concepts

① RTI Act made the information available to citizens. It enhanced transparency and thereby made officials accountable for their acts.



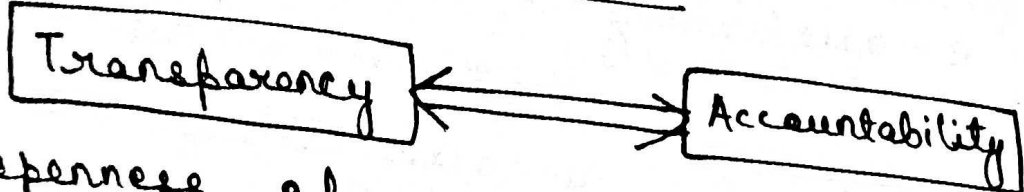
Q.4

(a) "Transparency and accountability are interrelated concepts and mutually reinforcing." Explain with suitable examples of how both the concepts are interrelated and mutually reinforcing. (150 words, 10 marks)

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Transparency and accountability are the touchstone for ethical governance and to move from darkness of secrecy to clarity of openness.



- openness of government
- Eg: e-governance
- responsibility + answerability
- Eg: social audit

Interrelated and mutually reinforcing concepts

① RTI Act made the information available to citizens. It enhanced transparency and thereby made officials accountable for their acts.



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② Accountability mechanisms like CVC, CBI, Lokpal, citizen charter makes the officials more transparent.

③ Transparency without accountability will be of no use.

④ e-auctioning of tender - transparent process so that for any irregularity accountability can be ensured.

⑤ Public Fund Management System also reinforces both transparency and accountability.

⑥ Both promotes citizen centric administration as envisaged in 7 step model of 2nd ARC.

Hence transparency and accountability reinforce each other to achieve ethics, ethos, efficiency and effectiveness.





(b) Explain the meaning of the term "empathy bias" ? Suggest ways/ measures using which a public servant can keep aside empathy bias and be objective in carrying out his duties effectively. (150 words, 10 marks)

Empathy bias is the prejudice towards one dominant emotion without looking into it from rational perspective.

Eg: Parents ignoring the wrongdoing of child due to empathetic emotions

Measures to check empathy bias

1. Following rule of law as far as follow possible.
2. Guided by Code of Conduct and Code of ethics.
3. Using discretion as the last resort.
4. Following standard operating

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procedure in case of conflict of interest.

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5. Guided by public interest while discharging duties and keeping service over self.

6. Guided by facts without any bias.

7. Following Constitutional principles in letter and spirit.

8. Consulting seniors in case of difficult situation.

Empathy bias can be overcome with objectivity and emotional intelligence.

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5 (a) Poor work culture is the bane of Indian bureaucracy, besides red-tapism what are the other fundamental flaws of Indian Administrative work culture and suggest measures for improving the same. (150 words, 10 marks)

Work culture is the set of principles, processes and values which guide an individual behaviour in an organization.

Eg: Work culture of ISRO based on discipline.

Flaws in Indian Administrative work culture

- ① Hierarchical work culture based on Weberian bureaucracy.
- ② lack of professionalism
- ③ 'Chalta hai' attitude  
Eg: delay in execution of projects
- ④ lack of clearly defined roles.

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- (5) lack of efficiency and delay in decision making.
- (6) Human resource management is also not adequate

### Measures for improving

- (1) Instilling professionalism through adequate training.
- (2) Participatory and consensus building approach in decision making.
- (3) Cordial work environment
- (4) Use of technology  
Eg: biometric attendance, 360° appraisal

Work culture needs to be guided by PM Modi dictum of chalta hai attitude to badal sakta hai attitude (i.e. things can change)





- (b) Female foeticide is a cause for concern even in the 21st century. Explaining the challenges faced by the government of India in attempting to change the prevailing attitudes towards girl children, suggest some implementable measures for affecting an attitudinal change. (150 words, 10 marks)

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Females are one such species on planet who face discrimination even in the womb. Female foeticide is the killing of foetus by determining the sex of foetus.

Eg : concept of missing girl by Amartya Sen to highlight female foeticide.

### Challenges

- ① Girl child considered as economic burden.
- ② Patriarchal mindset which believes women as "paraya dhan".
- ③ Importance of male child in rites and rituals.



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④ Deep seated prejudices against girls due to lawry, safety of girl child.

⑤ Lack of compassion towards girl child.

⑥ Women seen as means and not end in themselves

### Implementable measures

① Raping in celebrities who have high fan following

Eg: Vidya Balan for Beti Bachao, Beti Padhao.

② Role of NGOs working against this evil

Eg: Rajasthan Government

③ Initiatives like Selfie with daughter.

④ Nukkad natak and plays

⑤ Women role models Eg: Maurya Kam

⑥ Gender neutral text books Eg: Telangana



6 (a) What does each of the following quotations mean to you in the present context?  
"From morality comes wisdom and from wisdom morality . . . Like washing one hand with the other . . . so is morality washed round with wisdom and wisdom with morality" -Digha-Nikaya. (150 words, 10 marks)

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Morality and wisdom  
both play an important role  
in taking prudent decision and  
deciding between what is right  
and what is wrong.

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Meaning in present context

① Both morality and wisdom  
helps in efficient public  
service delivery.

Eg: S. R. Shanbaran - poor man's  
collector.

② To work for social welfare  
of society.

Eg: Gandhiji, Dr Ambedkar's effort  
against untouchability.



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③ Both morality and wisdom is required to handle Covid pandemic.

④ To deal with economic crisis and provide support to vulnerable sections

Eg: PM Garib Kalyan Yojana

⑤ To display virtue and righteousness in individual conduct

Eg: Lord Rama in dealing with Ravane

⑥ Climate change and increasing consumerism require both morality & wisdom.

Hence morality and wisdom are interrelated to each other.

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(b) "I slept and dreamt that life was a joy. I awoke and saw that life was service. I acted and behold, service was a joy." -Tagore. (150 words, 10 marks)

The above quote emphasizes the importance of service in one's life. According to Gandhiji to find yourself is to lose yourself in service of others.

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### Relevance

① Rising inequality in society requires the service of those who are well off

Eg: Warren Buffet donating 99% of his wealth.

② Compassionate capitalism as suggested by Narayan Murthy

Eg: Project DRISHTI of Reliance.



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- ③ Service offered by Corona warriors during Covid pandemic
- ④ Kailash Satyarthi's attitude of service towards children
- ⑤ Baba Amte showing service towards leprosy patients
- ⑥ Happiness by serving others  
Eg: Army protecting our borders  
Service to mankind is greatest service but it should be voluntary and not forceful.





(c) The great questions of the day will not be settled by means of speeches and majority decisions but by iron and blood. - Otto von Bismarck. (150 words, 10 marks)

The above quote emphasizes the importance of violence, war in settling disputes rather than negotiations, appeals etc.

### Relevance

- 1) Increasing Chinese aggression in South China Sea, Ladakh border.
- 2) Violence witnessed in Armenia-Azerbaijan.
- 3) Terrorism, a non-conventional threat can be dealt.

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However no war can be  
just war

1) principle of non-violence  
should be adhered.

2) negotiations help in  
reducing enmity.

Eg: Abraham Peace Accord.

3) Consensus building helps in  
better outcomes

Iron and blood  
can only be used as a measure  
of last resort in public  
interest.

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SECTION 'B'

Q.7

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Mr Sharma was the regional head of a State Insurance branch, and the office premises were leased from Mr Joshi, a prominent realtor of the city. The relations between Mr Sharma & Mr Joshi were cordial and professional. Every Diwali, Mr Joshi made it a point to send Mr Sharma gift certificates worth ten thousand rupees to a departmental store. Mr Sharma, so as not to offend Mr Joshi he routinely accepted the gift certificates. To avoid any sort of ethical dilemmas in his mind, Mr Sharma routinely threw the gift certificates away instead of redeeming them.

As years progressed, Mr Sharma began to be concerned about whether he had taken the right action in accepting the first gift. He felt he could not stop accepting each year's gift since he had accepted it in preceding years. Mr Sharma's concern was that he was beginning to think that he had unwittingly indebted to Mr Joshi, and guilt started setting in for Mr Sharma.

1. Do you notice any integrity conflict with Mr Sharma's situation, if yes, explain?
2. Suggest ways by which Mr Sharma can resolve the above integrity conflict and can avoid future such conflict situations. (250 words, 20 marks)

The above case study shows the dilemma of a public servant who is bound by Code of Conduct to not accept gifts beyond 5000/-.

Stakeholders

1. Mr. Sharma as head of State Insurance branch.
2. Mr. Joshi realtor who leased the office



3. Employees of the company

4. Family of ① and ②

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① Integrity conflict

a) Integrity is doing the right thing even when no one is watching.

b) Mr. Sharma although not using gift certificates but the message to Mr. Tochi is different.

c) Even minor lapses leads to erosion of values.

d) lack of moral courage on part of Mr. Sharma to



return the gift.

e) Dr Abdul Kalam rightly said that if you pollute your duty, you need to salute everyone

f) It creates a conscience crisis

g) may set a wrong precedent and impact work culture of company.

h) Mr. Jashi may demand undue gains in future.

② Solving integrity conflict

a) Explaining the entire situation to Mr Jashi immediately without any delay.

b) Using persuasion skills and emotional intelligence.

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c) Mr. Sharma should elaborate code of ethics and code of conduct by which he is bounded.

d) Upholding professional integrity at all the times.

e) any such future situation can be dealt by having proper standard operating procedure

Eg: DM in Kerala district accepts books as gifts

Impeccable integrity is required in public services to uphold organizational principles and ethical standards.





Q.8

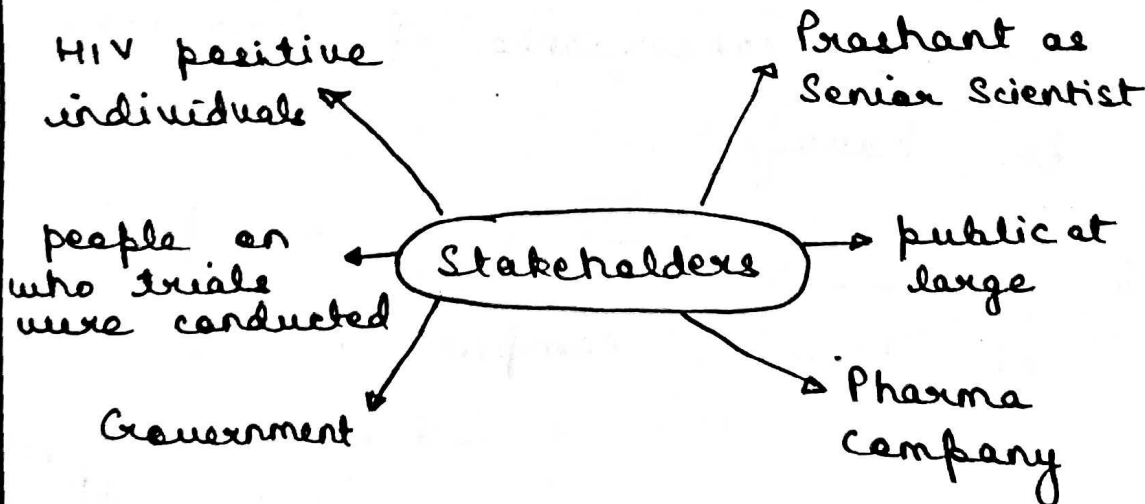
Prashant works as a Senior Scientist in a major Pharmaceutical company and his primary job was to develop drugs for better care of HIV positive individuals. He along with his colleagues were successful in developing a drug combination that showed some promise of lengthening the lives of late-stage AIDS patients. However, laboratory tests and field trials indicated the drug may cause liver cancer and ulcer. Despite the adverse effect the company plans to market the drug as a prescription drug after getting the relevant regulatory clearances.

1. What do you think are the ethical issues involved in marketing the drug? Is it justified for the company to sell the drug despite knowing its side effects?
  2. What do you think should be Prashant's course of action as a senior scientist?
- (250 words, 20 marks)

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The above case study highlights the means vs. ends debate. Commerce without morality or science without humanity are the deadly sins suggested by Gandhiji.





**A** Ethical issues

1. Curing one disease but risking life with another one
2. Profit oriented approach of pharma company
3. Social responsibility of scientists as well as company
4. Role of government in granting clearance to such a drug
5. Against the consequential theory as the consequence of drug may be harmful
6. Lack of compassion on part of pharma company

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Selling drug when the side effects are known cannot be justified under any grounds

① It will impact the right to life of those who take the drug.

② will invite legal action against company.

③ loss of consumer trust.

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Course of action

① Providing support to those people who have undergone field trial for such a drug

② Approaching the company heads and manager to stop the marketing plans.



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③ Using persuasion to convince how such a drug may impact company's profit in longer run.

④ If the company does not agree, making them aware of legal penalties.

⑤ If nothing works out, I will report to appropriate authorities so that lives of patients may not be impacted.

Science is a tool for relieving human suffering and company should follow business ethics. Profit less prosperity is better than profiteering.



Q.9

Ashok and Sapna are ambitious, energetic urban planners employed by a district planning agency in a growing metropolitan region. Their work on several city comprehensive plans brings them much praise, including several positive stories published in the local vernacular newspapers. One day Sapna says to Ashok, "why don't we try to make some money as planning consultants? We can advertise ourselves on the World Wide Web with a web site. The costs would be minimal, and as long as we don't contract with clients doing business with our agency, there shouldn't be any ethical or legal issues to contend with."

Ashok gives Sapna's suggestion a few days of thought, and a week later they have a website in place. On the web page, Ashok and Sapna are presented as A&S Associates, Urban Planners. Services that their firm can provide include, among other things, market analysis, community planning, business site selection, and geographic information systems. Although the web page does not identify Ashok's and Sapna's current employer by name, it does note that they have local government experience as planners. Moreover, the page contains their firm's e-mail address and telephone number.

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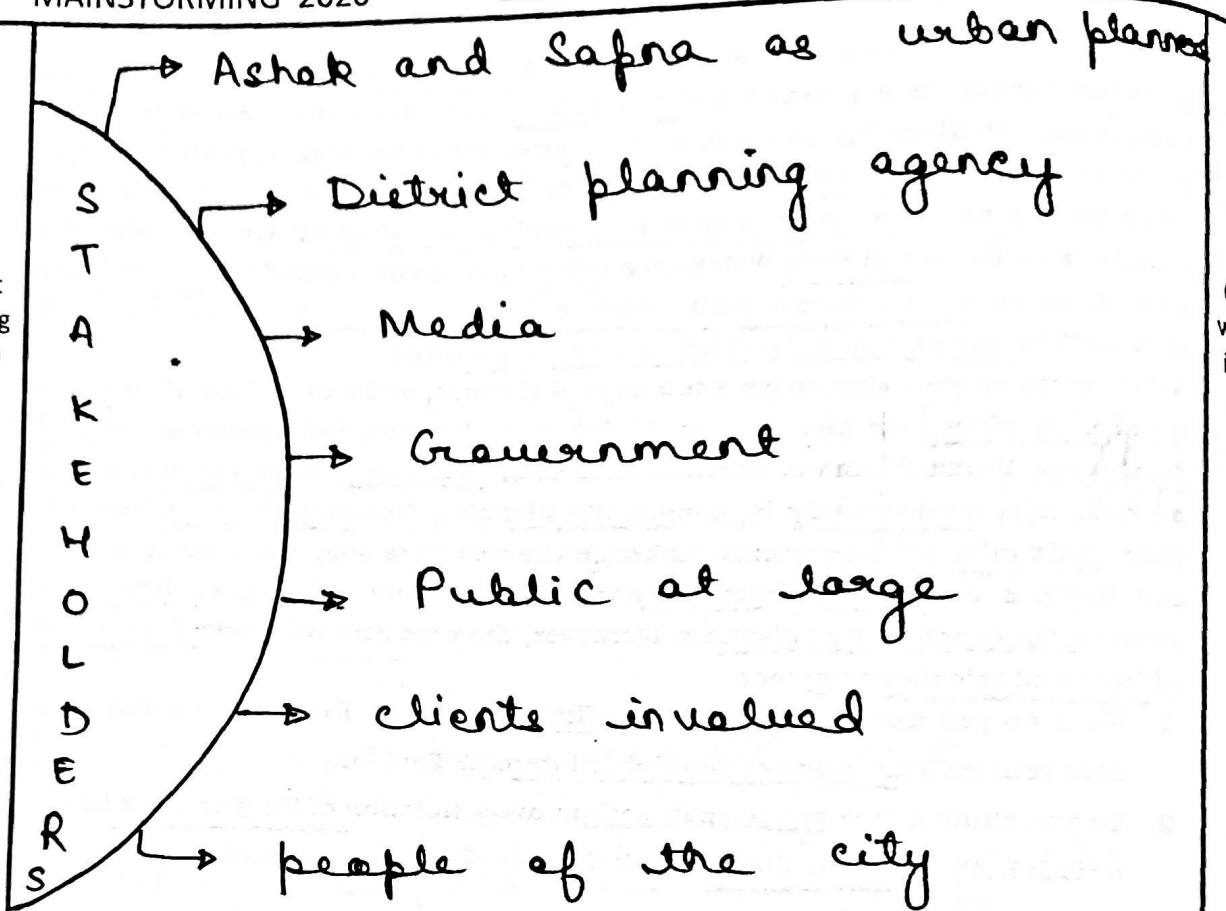
1. What do you understand by the conflict of interest? Do you think the above case reflects a situation of conflict of interest? Explain.
2. Do you think Ashok and Sapna's actions are a violation of Duty or Work Ethics, or it is both Duty and Work ethics? Explain. (250 words, 20marks)

The above case study shows the conflict of interest between public commitment and private venture. This creates a competitive situation between public and private interests.

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**A** Conflict of interest

It is situation when there is conflict between the public and private interest.

**Eg:** Use of public resources for private ends.





The above case involves conflict of interest because :

- ① The website uses the firm's e-mail and telephone number.
- ② Use of public experience to gain new clients.
- ③ May lead to diversion of resources and energy from district project.
- ④ Public resources may be used for private venture.
- ⑤ against the professional commitment.
- ⑥ Guided by profit motive.
- ⑦ May lead to loss of trust reposed by people.

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**B** Violation of Duty

1. Since they are diverging from  
commitment.

2. Their mandate is to help  
urban planning through district  
development agency.

Violation of work ethics

1. Use of similar email address  
and telephone number.

2. Lack of professionalism by  
not adhering to projects in  
district

3. Lack of honesty in starting a  
new venture.

Any such actions  
and conflict of interest should be  
minimized by adhering to organizational  
principles & professional ethics.

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Q.10

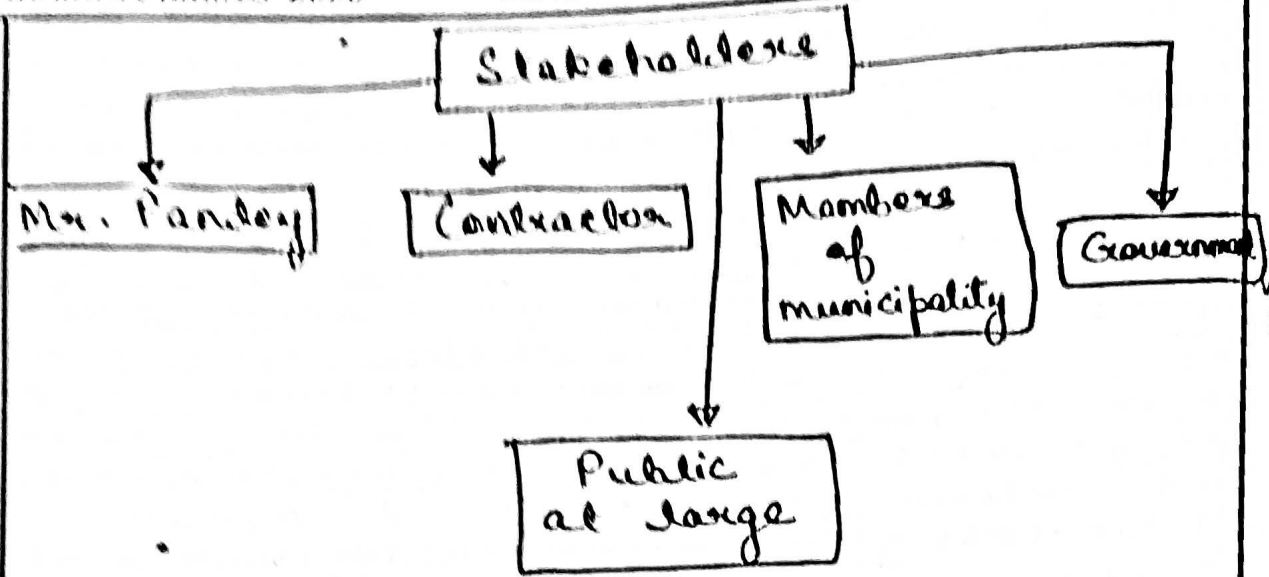
Mr Pandey personally would never try to bribe a public official for anything. But Mr Pandey is responsible for constructing a new manufacturing facility, under a strict and extremely tight deadline. If he fails to meet the deadline, there would be severe career repercussions. As the job nears completion, it becomes quite evident that, despite his initial warnings to follow the letter of the law meticulously, the contractor has been making illegal payments to individual members of the municipal corporation to ensure that inspections and permits are completed on schedule. Mr Pandey thinks of investigating into the contractor's methods and reporting it to appropriate authorities. But he chooses to leave matters alone. He realized that taking the high moral road will jeopardize not only the project but also his career. So Mr Pandey ignores the methods of the contractor, and as a professional, he chooses to get the job done.

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1. Do you think using illegal practices, as we saw in the above case, can be justified in the name of consequentialism? Explain.
2. What according to you must be Mr Pandey's course of action? Justify: (250 words 20marks)

The above case study shows the dilemma between deontological vs. teleological approach for project completion. Alexander the Great rightly said. that in the conduct of each lies the fate of all.

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A Illegal practices cannot be justified in the name of consequentialism because :

- ① Means are as inviolable as ends.
- ② Duty also matters apart from consequence
- ③ One should be guided by virtue ethics and values of integrity, fortitude, openness



④ Keeping self interest over  
public interest may not be  
fruitful in long run.

⑤ Faulty inspections and permission  
may not be robust and may  
lead to future accident in  
manufacturing facility.

⑥ Show lack of moral courage  
on part of Mr. Pandey to  
raise his voice.

⑦ Consultation and informing  
authorities can boost his reputation.

**B** Course of action

1. Communicating and reminding  
Contractor to not only adhere  
to timelines but also ethical  
guidelines.

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2. If he still indulges in corruption, then reporting to appropriate authorities

Merits

- upheld conscience
- set a precedent
- legal action against contractor
- action against municipality members
- no compromise on project quality.

Demerits

- career may be jeopardized
- project deadline may not be met

3. Shows upholding of emotional intelligence.

Morality and ethical standards should not be a matter of convenience but must be a habit and an attitude

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Q.11

Mr Verma is a software engineer working with the IT Section of the Health Department, who has recently developed an application which helps patients keep track of medical information, doctor's appointments, and prescriptions. Information about the patient/user is stored in this app, including what prescriptions they are taking and how frequently they schedule doctor's appointments. As the developers of the app, Mr Verma and his colleagues have access to this information.

The health promotion section of the Department requests Mr Verma to supply them with patient-specific information so they can target promotional messages to the users in an efficient manner. Mr Verma understood the importance of health promotional messages but also felt that the privacy of the app users should be protected. Additionally, as a Software Engineer, he feels he should be responsible for those who use his technology.

1. Do you think the Health Promotion section's demand for information is ethically justifiable? Why/Why not?
2. According to you, is this an appropriate time for Mr Verma to display moral courage and stand up for user rights vis-à-vis his Department priorities? (250 words, 20 marks)

The above case study shows how data is becoming the new oil and new information generated for patient benefit may be demanded for other uses. The right to privacy is crucial in a digitized world.

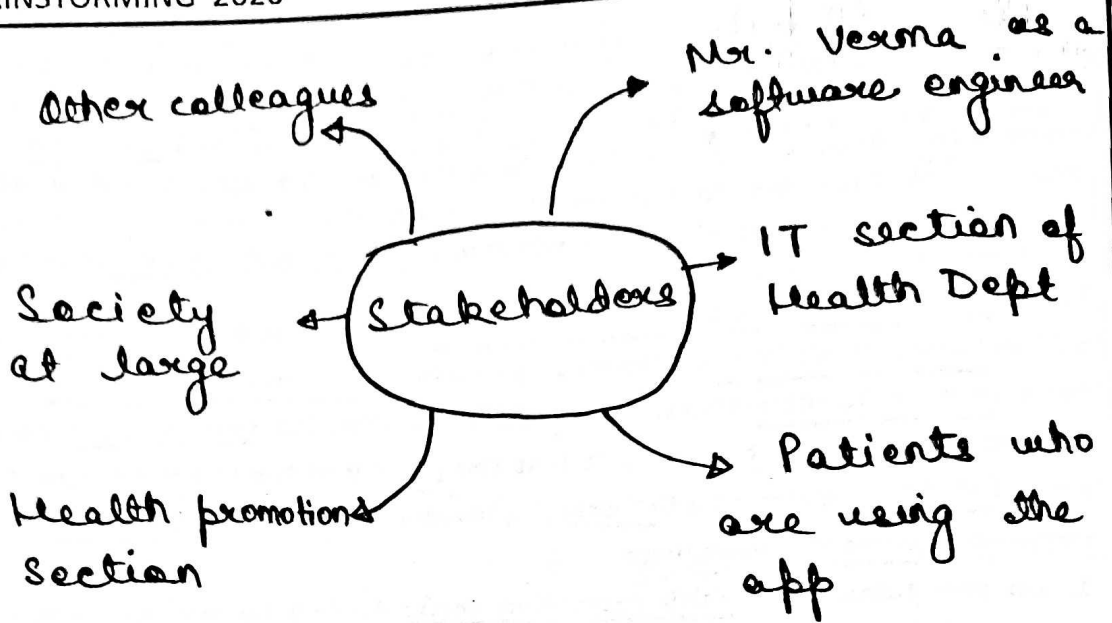
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(A) Demand of health promotion section for information

Ethically justifiable

Yes

No

1. will promote right to good health by effective targeting.

2. promote awareness amongst

1. Right to privacy of individuals may be threatened.

2. Against the consent of



patients.

3. Health being a public good demands information

4. To realize SDG 3

5. Government's role of welfare state

patients to share their information.

3. Misuse of information to achieve commercial gains

4. erode the trust of people in government.

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**B** Mr. Verma - user rights vs. department priorities

1. Mr. Verma needs to strike a balance. Golden mean of Aristotle should be the guiding principle

2. Information at all the cost should be protected to uphold individual rights.

3. However, Mr Verma, being app



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developer may tweak the design  
and incorporate consent clause in  
app.

4. Those users who agree to  
share their information can  
give their consent.

5. Mr. Verma can share information  
of those giving consent.

6. At the same time data protection  
law should be enacted to  
prevent misuse of data.

7. Right to be forgotten should  
also be there.

8. Use of information only for  
specific promotional messages.

Hence, middle  
path is way forward to  
protect individual rights & departmental  
needs.

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Q.12

Mr Prashanth has been working as a Project Head for a Technology Consulting firm for a few years now and has recently been promoted to review projects for in-need communities. He has been put in charge of managing the company's charity projects for marginalised communities and determining how to distribute the funding for them. Some of the projects are quite straightforward, but for one project, Prashanth isn't sure whether the company should be funding it. The project's mission is to provide new solar panels for a tribal village but the project data suggests it is more practical to just install better lighting inside the homes. Based on the company's research on the village, Prashanth knew that the solar panels would be an expensive and high maintenance affair for the village and the village actually needed better lighting for their homes.

Further, from his previous experience, Prashanth knew that the probability of solar panels being stolen and sold is very high. Looking at the actual need and the prospect of having the equipment stolen made Prashanth rethink about supporting the village project. But there was huge pressure from the Local MLA and Tribal Associations for the high visibility solar panels because of impending elections in the area. Further, Prashanth's boss despite knowing everything was in favour of appeasing the MLA and going in with solar panels, whereas Prashanth knew that such a decision is doomed to fail.

1. What are the options available to Prashanth? What should be Prashanth's justifiable course of action?
2. What are the value conflicts you notice in the above case? (250 words, 20marks)

The above case study shows the impact of politics in adequate public service delivery even by a private firm. The projects are guided by election logic rather than cost-benefit analysis.

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A

Stakeholders

1. Prashanth involved in reviewing projects for in-need communities.
2. Tribal village where solar panel are to be installed
3. Local MLA guided by votebank politics
4. Tribal associations
5. Prashanth's Boss who is favouring MLA's demand
6. Consulting firm and employees
7. People at large.
8. Government.

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A options available to Prashanth

① Give in to the pressure and install solar panels.

② Persuade Boss regarding the ineffectiveness of project with no positive gain on Company's brand in long run.

③ Approaching MLA and Tribal association about futility of project

④ Mobilizing local people and making them aware and bringing their demand and need of better lighting at home to forefront.

⑤ Resigning from the post

Course of action

- Mix of steps ②, ③, ④ as it will be a win-win situation

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for all the stakeholders involved.

### Value conflicts

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1. Compassion towards people in conflict with notebank politics.
2. Charity based on top down approach and not genuine needs of the people.
3. Representatives are indifferent to situation of people.
4. Lack of moral courage on part of boss.
5. Lack of objectivity; the above issue can be solved by personal integrity, emotional intelligence and persuasion skills.

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