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UPSC Mains 2021 GS IV

Year-wise PYQ pack · WRAP model answers with canonical links

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Q1 · 10 marks

(a) Identify five ethical traits on which one can plot the performance of a civil servant. Justify their inclusion in the matrix. (b) Identify ten essential values that are needed to be an effective public servant. Describe the ways and means to prevent non-ethical behaviour in public servants.

GS IV · 2021 · Ethics and Human Interface

Revision summary

Five plottable traits are integrity, impartiality, empathy, moral courage and accountability.

They belong on the matrix because delivery without them is theatre or bias.

Ten essential values include honesty, objectivity, compassion, non-partisanship, dedication and humility before facts.

Prevention needs conduct rules, the **Prevention of Corruption Act, 1988**, RTI, Lokpal, CVC, social audit and whistle-blower protection.

Culture and rotation matter as much as a poster of values.

Introduction

A civil servant is judged by more than files closed. Part (a) asks for five ethical traits that can sit on a performance matrix. Part (b) asks for ten working values and for systems that stop unethical conduct before it becomes a habit.

Body

(a) Five ethical traits for a performance matrix

- **Integrity:** the officer's public file and private ledger match. Plot it because a brilliant liar still wrecks trust; the **Second Administrative Reforms Commission** treated integrity as the floor of ethics in governance.
- **Impartiality:** the same rule for kin, party worker and stranger. Plot it because **Article 14** fails at the counter if the matrix only counts speed and revenue.
- **Empathy:** accurate seeing of the person who cannot fill the form. Plot it because intellect without empathy designs a scheme the poorest cannot enter, as many digital-only **COVID passes** showed.

- **Moral courage:** written refusal of an illegal oral order. Plot it because a timid ACR-safe officer produces a quiet district and a loud injustice.
- **Accountability:** a speaking order, a name on a delay, and acceptance of audit. Plot it because opacity is how a nexus hides; the Right to Information Act, 2005 is useless if the officer is never scored for candour.
- **Justification of the set:** these five are observable in files, field visits and grievance outcomes, not only in a training-week pledge.
- A matrix that scores only expenditure and VIP visits will reward the periphery and punish the honest no.
- **How to plot:** 360-degree feedback, random file audit, citizen-satisfaction samples weighted toward the weakest ward, and a recorded dissent count that is not treated as indiscipline.
- **Limit:** a matrix must not become a witch-hunt of dissenters or a tick-box of integrity workshops. Evidence of conduct, not slogans, should move the needle.

(b) Ten essential values and means against non-ethical behaviour

- Integrity, impartiality, objectivity, empathy, compassion, dedication to public service, non-partisanship, honesty in money and speech, courage, and humility before facts.
- These ten make an effective public servant because they convert statute into delivery without a private toll and without a party flag on the file.
- **Nolan-type principles of public life name several of the same duties:** selflessness, accountability, openness and leadership by example.
- Prevention is not a poster. It is design that makes the unethical path costly and the ethical path possible.
- **Law:** the Central Civil Services (Conduct) Rules, 1964; the All India Services (Conduct) Rules, 1968; the **Prevention of Corruption Act, 1988** after the 2018 amendments; and asset-declaration regimes that are actually read.
- **Transparency:** suo motu disclosure under **Section 4** of the Right to Information Act, 2005, e-procurement, and public dashboards that a tout cannot rewrite.
- **Oversight:** **Lokpal and Lokayuktas Act, 2013**; **Central Vigilance Commission**; Comptroller and Auditor General; social audit as in MGNREGA; and a usable **Whistle Blowers Protection Act, 2014**.
- **Personnel:** rotation in sensitive posts, cooling-off, punishment that is real and not a paid holiday transfer, and rewards for a lawful yes rather than for the number of objections.
- **Culture:** the head of office who refuses a gift, protects a subordinate who recorded dissent, and does not humiliate the messenger.
- **Training:** case discussion of illegal oral orders, not only marks; counselling and a grievance door so that fear does not become a bribe.
- Technology helps when it removes a discretionary no; it fails when a portal is captured by a Common Service Centre tout.
- Non-ethical behaviour is prevented when the officer expects to be caught, expects to be backed for honesty, and does not need a second income to live.

Flow diagram

Performance matrix -> Integrity
Performance matrix -> Impartiality
Performance matrix -> Empathy
Performance matrix -> Moral courage
Performance matrix -> Accountability
Ten public values -> Rules RTI vigilance audit
Rules RTI vigilance audit -> Less non-ethical conduct

Conclusion

Plot integrity, impartiality, empathy, courage and accountability on the civil servant's scorecard, or the matrix will worship speed and silence. Ten public-service values work only when conduct rules, RTI, vigilance, social audit and example from the top make unethical behaviour the expensive choice.

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Q2 · 10 marks

(a) Impact of digital technology as a reliable source of input for rational decision making is a debatable issue. Critically evaluate with a suitable example. (b) Besides domain knowledge, a public official needs innovativeness and creativity of a high order as well, while resolving ethical dilemmas. Discuss with a suitable example.

GS IV · 2021 · Ethics in Public Administration

Revision summary

Digital technology can cut ghosts, map floods and widen tenders, which aids rational decisions.

It fails when data are wrong, the poor are off the dashboard, algorithms bias, or a click replaces a reason.

It is a necessary input, not a sufficient one.

Domain knowledge is the statute; innovativeness invents a lawful means when two harms collide.

COVID kitchens, camps for certificates, sequenced pollution closure and privacy-limited tracing are examples.

Introduction

Screens now feed the file. Part (a) asks whether that feed is reliable enough for a rational public decision. Part (b) asks why the Act and the manual still need an official who can invent a lawful third path when two bad doors are all that appear.

Body

(a) Digital technology as input for rational decision making

- Rational decision making needs true facts, a clear objective, lawful options, and a reason that can be shown. Digital systems can supply speed, scale and a trail.
- **Agreement:** Direct Benefit Transfer and Aadhaar-seeded payments cut ghost beneficiaries and gave ministries a number they could audit, which is more rational than a paper muster that never existed.
- **Agreement:** satellite maps, flood models and COVID dashboards let a District Magistrate see a river and a ward that a weekly tour would miss.
- **Agreement:** Government e-Marketplace and e-procurement, where they actually run, reduce the irrationality of a hand-picked vendor.
- **Debate - garbage in:** a wrong Aadhaar link, a failed biometric, or a duplicated ration card becomes a confident machine no that starves a real person.
- **Debate - exclusion:** the poorest without a smartphone or OTP skill never enter the dataset, so the "rational" dashboard is a census of the connected.
- **Debate - bias:** an algorithm trained on past police or credit data can launder old prejudice as a score, as facial-recognition false matches have shown against the already over-policed.
- **Debate - deepfakes and social media:** a viral clip can stampede a decision before forensic truth arrives; digital volume is not digital reliability.

- **Debate - opacity:** a black-box denial without a speaking order is not reason; it is automation of unaccountable power.
- Example: a migrant's intra-State pass that existed only on an app during lockdown was digital input that looked rational and failed the person without data.
- Example: CoWIN helped ration vaccines at scale and still left some elderly dependent on a literate child for a slot.
- **Critical close:** digital technology is a powerful input, not a sufficient one. Rationality still needs a human last mile, an analogue door, open data quality checks, and a right to appeal a machine refusal.

(b) Innovativeness and creativity besides domain knowledge

- Domain knowledge is the Act, the map and the precedent. An ethical dilemma is often two lawful-looking harms, or a gap the drafter never imagined.
- Innovativeness is a new lawful means. Creativity is seeing a stakeholder the file forgot. Neither is a licence to break the law for a touching story.
- Example: during COVID-19, officers who knew only the **Epidemic Diseases Act** still had to invent community kitchens, migrant special trains and translated helplines - domain law plus creative logistics.
- Example: a widow without a death certificate. The creative officer does not forge the paper; she convenes the lawful revenue process, a camp, and a speaking sanction the day the record exists.
- Example: a riot. Domain knowledge is the CrPC. Creativity is separating rumour WhatsApp from a joint peace committee before a lathi becomes the only tool.
- Example: environmental closure of a red unit. Knowledge is the Water Act, 1974. Innovation is a sequenced seal, a CETP for the cluster, and a wage camp so migrants are not the unpaid price of clean air.
- **Ethical dilemmas such as privacy versus health tracing need creative design:** minimised data, a sunset, and no communal targeting - not a binary of total surveillance or total blindness.
- The **Second ARC** and mission-karmayogi language both treat problem-solving, not only noting skill, as competence.
- **Training must therefore include case drills:** illegal oral orders, missing documents, scarce beds. A public official who only recites the manual will freeze or will pick the politically easy harm.

Flow diagram

Digital input -> Scale trail less ghost
 Digital input -> Exclusion bias fake volume
 Human appeal last mile -> Rational decision
 Domain knowledge -> Lawful floor
 Innovativeness -> Lawful third path
 Lawful floor -> Ethical dilemma
 Lawful third path -> Ethical dilemma

Conclusion

Digital feeds can make decisions faster and cleaner when data are true and the excluded have a door. They can also automate a lie. Domain knowledge is the floor. Innovativeness is the lawful third path that keeps ethics when the file offers only two cruelties.

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WRAP Exams

Q3 · 10 marks

What does each of the following quotations mean to you? (a) "Every work has got to pass through hundreds of difficulties before succeeding. Those that persevere will see the light, sooner or later" - Swami Vivekananda (b) "We can never obtain peace in the outer world until and unless we obtain peace within ourselves" - Dalai Lama (c) "Life doesn't make any sense without interdependence. We need each other, and the sooner we learn that it is better for us all" - Erik Erikson.

GS IV · 2021 · Moral Thinkers and Philosophers

Revision summary

Vivekananda means stamina through lawful difficulty until a real public good appears, with correction when facts change.

Quitting after the first nexus threat is not wisdom.

The Dalai Lama means inner restraint so outer peace is not a lathi serving panic or greed.

Inner calm is for better action, not for ignoring a fire.

Erikson means we complete one another; administration is a chain, and a hero-complex or a hiding "we" both fail.

Introduction

Three sentences test grit, inner quiet and the fact that no file is a solo act. Each quote is a present work-rule for a public servant, not a life sketch of the speaker.

Body

(a) **Vivekananda: perseverance through difficulties**

- **Vivekananda** is separating success from a first easy attempt. Work worth doing will meet delay, ridicule and failure.
 - **For a civil servant, the "work" is a right completed:** a dry village that gets water, a scam file that survives transfer, a school that actually teaches.
 - Hundreds of difficulties are the missing record, the stay order, the oral instruction to go slow, and the cynicism of a tired office.
 - Perseverance is not stubborn cruelty. It is staying with the lawful object after the photograph has gone.
 - Those that "see the light" are not only the officer's promotion. The light is the citizen who drinks, the muster that is true, the girl who stays in class.
 - **Present context:** a reform such as Direct Benefit Transfer or a mining raid will be hated by a nexus. Quitting after the first threat is not realism; it is surrender of the oath.
 - **Limit:** perseverance that ignores a court, a structural crack, or a failed policy is vanity.
- Vivekananda's** grit still needs evidence and course correction.
- The quote therefore trains stamina plus learning, not a blind charge.

(b) **Dalai Lama: peace within before peace without**

- Outer peace is a ceasefire, a quiet street, a civil secretariat that does not shout. Inner peace is a mind not owned by hate, panic or greed.
- An officer at war with himself - status anxiety, a hidden bribe, a family treated as staff - will export that war as a humiliating counter and a communal rumour believed too fast.
- Crisis of conscience is quieter when the person has already decided that the Constitution, not the WhatsApp group, is the self he will live with.
- **Emotional intelligence is a tool here:** name the fear, do not dump it on a subordinate, then still refuse the illegal order.
- **Present context:** communal tension, a pandemic queue, a sand mafia threat. Outer force without inner restraint becomes atrocity or freeze.
- **Limit:** inner peace is not withdrawal. Meditation that ignores a burning basti is not the Dalai Lama's point; it is the calm that can still act without revenge.
- Public peace - **Article 21** and fraternity - needs officers who are not looking for an enemy to soothe their own wound.

(c) Erikson: interdependence

- Erikson, a developmental psychologist, is stating that a human life is a web, not a fortress. Identity itself is formed with others.
- **Administration is interdependence made official:** farmer, engineer, constable, ASHA, court and taxpayer complete one service.
- A District Magistrate who believes he is the sole hero will either burn out or crush colleagues; the work will still need the junior who knows the village.
- **Present context:** COVID-19 showed that a hospital, a vaccine, a truck of oxygen and a crematorium are one chain. Isolationist ethics fail.
- Federalism, cooperative federalism in disaster, and global public goods such as climate and refugees are Erikson at scale.
- **Limit:** interdependence is not fusion. The officer still owns a signature. "We" must not become a hiding place for a bribe or a mob.
- Learning it sooner means training that includes listening, joint control rooms, and respect for the person at the last mile.

Flow diagram

Perseverance -> Citizen right completed
 Perseverance -> Course correction
 Inner peace -> Calm lawful action
 Inner peace -> No exported wound
 Interdependence -> Team last mile
 Interdependence -> Personal signature

Conclusion

Vivekananda asks the officer to stay with a hard lawful work until the citizen sees light. The Dalai Lama asks for an inner order so that public force is not a private war. Erikson asks for a republic of mutual need, with a signature that is still personal.

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at-persevere-will-see-the-light-sooner-or-later-swami-vivekananda-b-we-can/

WRAP Exams

Q4 · 10 marks

(a) Attitude is an important component that goes as input in the development of human beings. How to build a suitable attitude needed for a public servant? (b) In case of a crisis of conscience does emotional intelligence help to overcome the same without compromising the ethical and moral stand that you are likely to follow? Critically examine.

GS IV · 2021 · Attitude

Revision summary

Attitude is a stable leaning that shapes how an officer sees the public and the rule.

Build a citizen-centric, impartial attitude through family, academy, field, role models and 360 feedback.

Unlearn contempt, rank-worship and cynicism.

Crisis of conscience is a clash of duties or of duty and fear.

Emotional intelligence helps if it names and regulates emotion so the moral stand holds; it harms if charm is used to justify a comfortable wrong.

Introduction

Attitude is the leaning of the mind before the file opens. Part (a) asks how to grow one that fits a public servant. Part (b) asks whether emotional intelligence can carry a person through a crisis of conscience without selling the moral stand.

Body

(a) Building a suitable attitude for a public servant

- Attitude is a relatively stable evaluation - of citizens, of rules, of the self - that shapes attention and effort. Allport treated it as a readiness to respond.
- A suitable public-service attitude is citizen-centric, lawful, impartial, and humble before facts. It is not contempt for the poor, not worship of rank, and not cynicism that nothing can change.
- **Family and school are the first kiln:** a child who sees a parent buy a file learns that the State is a shop.
- **Professional socialisation:** the academy must reward a lawful yes and a recorded dissent, not only marks and drill.
- **Field immersion:** attachments in a ration shop, a remand room and a disaster camp beat a lecture on empathy.
- **Role models:** a Collector who stands in the queue she designed teaches attitude faster than a code on the wall.
- **Cognitive route:** study of the Constitution, the **Second ARC**, and cases where bias destroyed a life, so beliefs change, not only slogans.
- **Behavioural route:** small repeated acts - speaking politely at the counter, publishing a delay reason - become the attitude they express.
- **Feedback:** 360-degree comments, citizen surveys from the weakest ward, and counselling when an officer's contempt shows in files.

- **Guardrails:** transfer from a captured post, punishment for humiliation of a subordinate, and no prestige posting for a communal loudmouth.
- **Unsuitable attitudes to unlearn:** "the public is a thief", "the minister is the Constitution", and "audit is the enemy".
- Building attitude is therefore education plus example plus systems that make the decent response the easy one.

(b) Emotional intelligence and crisis of conscience

- **Crisis of conscience is an inner clash:** two duties, or a duty and a powerful fear, with no painless door. **Socrates'** daimon and **Gandhi's** inner voice name the same pressure.
- Emotional intelligence, as Goleman popularised it, is self-awareness, self-regulation, motivation, empathy and social skill.
- **Help:** self-awareness names the fear of transfer, the pull of kin, the anger at a crowd, so they are not mistaken for the voice of duty.
- **Help:** self-regulation buys time - a written note, a night's sleep, a second legal opinion - instead of a shouted illegal yes.
- **Help:** empathy hears the weakest person in the dilemma, not only the person who can ring the Chief Secretary.
- **Help:** social skill lets the officer explain a no without humiliation, and build a coalition for a lawful path.
- **Critical limit:** EI can also become a tool of the weak stand. A charming officer can soothe himself into signing a bad pier, a buried flying-squad report, or a dumped food lot "to keep the team happy".
- EI must serve the ethical stand already chosen - **Articles 14 and 21**, the Conduct Rules, the professional code - not replace it with comfort.
- Without a prior moral compass, EI is salesmanship. With a compass, EI is how the compass survives panic.
- **Conclusion of the examine:** yes, EI helps a person pass through a crisis of conscience without changing the moral destination, provided integrity is the master and emotion is the servant.

Flow diagram

Attitude -> Family school
 Attitude -> Academy field example
 Attitude -> Feedback and consequence
 Crisis of conscience -> Name fear regulate empathy
 Name fear regulate empathy -> Keep ethical stand
 Name fear regulate empathy as soothing -> Compromised stand

Conclusion

A public servant's attitude is grown at home, in the academy, in the field and by example, then locked by feedback and punishment of contempt. Emotional intelligence can carry a crisis of conscience without a sell-out, but only when it regulates fear and does not negotiate away the ethical stand.

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WRAP Exams

Q5 · 10 marks

(a) " Refugees should not be turned back to the country where they would face prosecution or human rights violation." Examine the statement with reference to the ethical dimension being violated by the nation claiming to be democratic with an open society. (b) Should impartial and being non-partisan be considered indispensable qualities to make a successful civil servant? Discuss with illustrations.

GS IV · 2021 · Probity in Governance

Revision summary

Non-refoulement forbids return to persecution or serious harm; it is the ethical core of refugee law.

A democracy that pushbacks without hearing violates dignity, justice, truth and openness.

Security screening with process is allowed; a mob or a night dump is not.

Impartiality and non-partisanship are indispensable to constitutional success.

A partisan returning officer or a selective FIR is career success only inside a faction.

Introduction

Part (a) tests non-refoulement against a democracy that calls itself open. Part (b) asks whether a civil servant can succeed without impartiality and non-partisanship, or only seem to succeed.

Body

(a) Non-refoulement and a democratic open society

- **The statement is the principle of non-refoulement:** do not push a person back to a place of persecution, torture or threat to life and freedom.
- It is the ethical core of the 1951 Refugee Convention and its 1967 Protocol, and is widely treated as customary international law even for States that have not signed.
- India is not a party to the 1951 Convention, yet it has hosted Tibetans, Sri Lankan Tamils, Afghans and others, and **Article 21** has been read to restrain arbitrary expulsion.
- A nation that claims democracy and an open society violates several ethical dimensions when it turns such people back as a crowd.
- **Dignity:** Kant's person-as-end is broken if a human is treated as a demographic threat without an individual hearing.
- **Justice:** the already persecuted pay twice; the comfortable citizen does not.
- **Truth:** calling a genuine refugee an "infiltrator" without process is a lie that a free press and an independent court exist to resist.
- Fraternity and **Article 51**'s respect for international law sit uneasily with a pushback that ignores UNHCR screening.
- Open society, in Popper's sense, is one that can criticise itself. Secret night pushbacks close that society.
- **Limit:** non-refoulement is not an open invitation without security screening. A State may detain, identify and exclude a person who is a genuine combatant or a mass-crime suspect, with process, not with a mob.

- Rohingya and other hard cases require individual status determination, humane holding, and burden-sharing - not a slogan of either "all in" or "all out".
- **Ethical close:** a democracy that returns people to torture to please a vote has used openness as a brand and closed the door on the weakest stranger.

(b) Impartial and non-partisan as indispensable

- Impartiality is equal application of the rule regardless of caste, class, religion, kin or party. Non-partisanship is not using the office to win an election for anyone, including yesterday's minister.
- They are indispensable to a successful civil servant if success means constitutional delivery, not a fast promotion.
- **Illustration:** a returning officer who tilts a booth for the ruling party has succeeded as a courtier and failed as a civil servant under the **Representation of the People Act, 1951**.
- **Illustration:** a District Magistrate who registers an FIR against a ruling worker and a protestor by the same standard is impartial; one who files only against the protestor is a partisan in khaki files.
- **Illustration:** disaster relief that skips an opposition mandal, or a lockdown pass for donors only, is success in a WhatsApp group and failure under **Article 14**.
- The All India Services (Conduct) Rules, 1968 require political neutrality. The **Second ARC** treated it as a condition of a professional service.
- **A partisan officer may look "successful" in a captured State:** postings, houses, a post-retirement board. That is not success; it is a deferred scandal.
- **Limit:** non-partisan does not mean politically illiterate. The officer must understand a manifesto enough to implement a lawful policy, then stop at the unlawful oral extra.
- Impartiality is not both-sides-ism that treats a lynch mob and a victim as equal claimants. It is the same law, including protection of the weaker.
- Without these two qualities the civil service becomes a faction with a gazette. They are therefore indispensable to real success.

Flow diagram

Refugee at border -> Individual hearing
 Individual hearing -> Non-refoulement if persecution
 Individual hearing -> Lawful exclude if genuine threat
 Crowd pushback -> Dignity justice truth fail
 Impartial non-partisan -> Real civil-service success
 Partisan tilt -> Courtier not servant

Conclusion

Pushing refugees back to persecution violates dignity, justice and the openness a democracy advertises; screening is not the same as refoulement. Impartiality and non-partisanship are indispensable to a civil servant whose success is the Constitution, not a party's gratitude.

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Q6 · 10 marks

(a) An independent and empowered social audit mechanism is an absolute must in every sphere of public service, including the judiciary, to ensure performance, accountability and ethical conduct. Elaborate. (b) "Integrity is a value that empowers the human being". Justify with suitable illustration.

GS IV · 2021 · Probity in Governance

Revision summary

Social audit is people's examination of a public activity with documents and a hearing.

It must be independent of the implementer and empowered to force a public Action Taken Report.

It belongs in schemes, police and, as delay-and-conduct transparency, around courts - not as a panchayat over a pending trial.

Integrity unifies word and act; it empowers by freeing the person from a double life and by creating trust.

Institutions must protect the honest so that integrity is power, not only martyrdom.

Introduction

Power that scores itself will praise itself. Part (a) asks for a social audit that is independent and strong, even around courts. Part (b) asks how integrity gives a person power rather than only tying their hands.

Body

(a) Independent empowered social audit, including the judiciary

- Social audit is a public examination of a scheme or institution by the people who are affected, with documents, site facts and a hearing, not a closed departmental note.
- MKSS in Rajasthan and the social-audit architecture under MGNREGA showed that a wall of names and a jan sunwai can catch ghost works that an office audit missed.
- Independent means the auditor is not the implementing officer's junior. Empowered means records must be given, findings must bind a response, and victimisation of a speaker is punished.
- **In every public-service sphere:** works, rations, hospitals, police lock-ups, schools, municipal contracts. Performance, money and courtesy are all auditable.
- **CAG audit is essential and still different:** it is expert and periodic. Social audit is local, frequent and owned by the user.
- **Judiciary:** independence of judges from the executive is a constitutional good. It is not a claim that courts are above every account of delay, opacity and conduct.
- **What social audit of justice can mean:** published disposal data, reasons for long vacancies, live streaming where the Supreme Court has allowed it, a usable complaints mechanism for corruption or sexual harassment, and audits of legal-aid quality - not a mob trial of a pending case.
- The in-camera and sub-judice limits remain. Empowered audit of courts is about systems and ethics of office, not about a panchayat overruling a judgment.
- Collegium opacity has been criticised even by judges; a more reasoned disclosure of appointments is a form of public account without destroying independence.

- Police and prisons need social audit with human-rights commissions, not only an internal inquiry that clears itself.
- **Absolute must:** without an independent ear, performance becomes a press release, accountability a circular, and ethical conduct a pledge on Integrity Day.
- **Design:** statutory social-audit units, protection under the **Whistle Blowers Protection Act, 2014**, and a time-bound Action Taken Report that is itself public.

(b) Integrity empowers the human being

- Integrity is the unity of word, belief and act. It looks like a chain; it is also a source of power.
- **Inner power:** the person does not spend energy on a second ledger, a cover story, or the fear of a forgotten lie. **Socrates'** claim that a good person cannot be harmed in the soul is this point.
- **Social power:** others can trust a promise. A civil servant known not to sell a file can move a room without shouting, because the room believes the note.
- **Gandhi's** satyagraha treated truth as strength against an empire. Integrity was the method, not a private ornament.
- **Illustration:** an engineer who records a pier crack and refuses a CM's ribbon has less immediate patronage and more long-term authority - and the public still has a bridge.
- **Illustration:** a Vice Principal who will not bury a flying-squad catch can lose a promotion and still keep the power to look students in the face.
- **Illustration:** a company that recalls a bad lot instead of dumping it at home takes a profit hit and keeps the power to sell tomorrow.
- **Lack of integrity disempowers:** blackmail, sleeplessness, a subordinate who will not warn you, and a court date that owns your future.
- Integrity empowers only if institutions do not systematically punish it. Whistle-blower protection and a matrix that scores honesty are how the value becomes power for more than a martyr.
- **Justification:** integrity is not merely a brake. It is the capacity to act in public without shrinking from one's own name.

Flow diagram

Social audit -> Independent of implementer
 Social audit -> Records and ATR bind
 Social audit -> Court systems not pending cases
 Integrity -> No second ledger
 Integrity -> Trust as power
 Broken integrity -> Blackmail and fear

Conclusion

Social audit must be independent and able to force an answer in schemes, police and, as system-audit not mob-trial, in the judiciary. Integrity empowers because it frees attention, creates trust, and lets a person act under their own name - if the republic does not hunt them for it.

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Q7 · 20 marks

Case study. Sunil is a young civil servant and has a reputation for his competence, integrity, dedication, and relentless pursuit of difficult and onerous jobs. Considering his profile, he was picked up by his bosses to handle a very challenging and sensitive assignment. He was posted in a tribal-dominated district notorious for illegal sand mining. Excavating sand from river belts and transporting it through trucks and selling them in the black market was rampant. This illegal sand mining mafia was operating with the support of local functionaries and tribal musclemen who in turn were bribing selected poor tribals and had kept the tribals under fear and intimidation. Sunil being a sharp and energetic officer immediately grasped the ground realities and the modus operandi followed by the mafia through their devious and dubious mechanism. On making inquiries, he gathered that some of their own office employees are in hand and glove with them and have developed close unholy nexus. Sunil initiated stringent action against them and started conducting raids on their illegal operations of the movement of trucks filled with sand. The mafia got rattled as not many officers in the past had taken such steps against the mafia. Some of the office employees who were allegedly close to mafia informed them that the officer is determined to clean up the mafia's illegal sand mining operations in that the district and may cause them irreparable damage. The mafia turned hostile and launched a counter-offensive. The tribal musclemen and mafia started threatening him with dire consequences. His family (wife and old mother) were stalked and were under virtual surveillance and thus causing mental torture, agony, and stress to all of them. The matter assumed serious proportions when a muscleman came to his office and threatened him to stop raids, etc., otherwise, his fate will not be different than some of his predecessors (ten years back one officer was killed by the mafia). - Identify the different options available to Sunil in attending to this situation. - Critically evaluate each of the options listed by you. - Which of the above, do you think, would be the most appropriate for Sunil to adopt and why?

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Revision summary

Sunil's raids hit a sand mafia that stalks his wife and mother and threatens a repeat of a killing.

Stopping raids, cowboy heroics, a first leak to TV, and dumping the file on a junior all fail.

The right option is documented continuation with police, written intimation to CS and government, NGT/NHRC/criminal and anti-corruption forums, team rotation and witness protection.

Fear is managed by security, not by silence.

Poor tribals are victims and witnesses, not the face of the mafia.

Introduction

Illegal sand is a river, a treasury and a set of lives being stolen. Sunil's family is being hunted to buy his silence. Withdrawing from lawful raids is not an option. Lone cowboy raids without backup are not the other option. The path is continued enforcement with institutional force and family security.

Body

Stakeholders

- Sunil, his wife, and his old mother under surveillance.
- Poor tribals used as a shield and as cheap labour, and those who fear the musclemen.
- Honest staff and the employees already in the nexus.
- The river belt, downstream farmers, and the public buyer of black-market sand.
- Local functionaries, the mafia, and the memory of the officer killed ten years ago.
- Police, Forest, revenue, courts, and the political executive.

(a) Options

- **Option 1:** Withdraw raids, go slow, and seek a quiet transfer so the family can sleep.
- **Option 2:** Go as a lone cowboy: more surprise raids with no paper trail to seniors, no police requisition, and personal confrontation with musclemen.
- **Option 3:** Leak names to the press first and fight the mafia on television.
- **Option 4:** Hand the entire case to a junior and leave the district without a record.
- **Option 5:** Document, seek police and armed protection, inform the Collector/SP, Chief Secretary and competent political executive in writing, move NHRC/NGT or a court where the facts fit, rotate the raid team, protect witnesses, and continue lawful raids with the institution, not with bravado alone.

(b) Critical evaluation

- **Option 1 merit:** stalking may ease for a week; the mother may eat without fear tonight.
- **Option 1 demerit:** you join the nexus by omission; the next officer reads that fear works; the river keeps dying. Rejected.
- **Option 2 merit:** speed and a reputation for guts.
- **Option 2 demerit:** you reproduce the dead predecessor's tactic; staff in the nexus will leak the naka; the family becomes a softer target. Rejected as theatre.
- **Option 3 merit:** sunlight can deter.

- **Option 3 demerit:** sources burned, trial by media, possible contempt of a live inquiry, and tribals named as a bloc. Media is a careful later tool, not the first raid.
- **Option 4 merit:** personal exit.
- **Option 4 demerit:** abandonment; the junior is offered as a cheaper victim.
- **Option 5 merit:** raids continue, the file survives a killing or a transfer, protection is a State duty, and poor tribals are treated as witnesses and victims, not as the mafia.
- **Option 5 demerit:** promotion delay and residual risk; those are reasons for witness-protection style cover, not for stopping the trucks.

(c) Most appropriate course

- Do not stop raids because a musclemans visited. Fear is a fact to manage, not a legal order.
- Write a contemporaneous record of the threat, the stalking, the staff names, and the raid findings. Copies outside the captured office.
- Requisition police for every raid; ask the Superintendent of Police in writing for protection of residence and movement, including for wife and mother.
- Inform the District Magistrate if Sunil is not himself the DM, the Chief Secretary, and the competent minister in a speaking note: illegal mining, nexus, threat to life, request for a specialised team.
- Where the environment and river are injured, use the National Green Tribunal and pollution and mining statutes; where life is threatened, criminal law and, if public servants are bought, the **Prevention of Corruption Act, 1988**.
- NHRC or the State human rights commission for the threat and for tribals held in fear.
- Team rotation so a single constable cannot sell the plan; surprise with sealed orders; GPS and weighbridges rather than a body in front of a truck.
- Witness protection for poor tribals who talk, and livelihood alternatives so the mafia's small bribe is not the only cash in the hamlet.
- Media as sunlight only after the file is with a competent forum, without communal framing of the tribe.
- If an illegal oral order comes to stop raids, refuse in writing. A transfer may follow; the file must already be upstairs.
- **Family:** lawful relocation of the mother if needed, official security, and no private bargain with the musclemans.

Flow diagram

Lawful sand raids -> Continue with team
 Continue with team -> Police SP protection
 Continue with team -> CS CM NGT NHRC
 Withdraw from fear -> Nexus wins
 Lone cowboy -> Repeat of killed predecessor

Conclusion

The mafia wants a quiet officer. Sunil should stay loud on paper and on the river, with police, seniors, courts and protection for his family. Withdrawal is surrender. Cowboy raids are a second funeral. Institutional enforcement is the ethical mean.

Open WRAP page — <https://wrapexams.com/upsc/mains-answers/gs-4/2021/case-study-sunil-is-a-young-civil-servant-and-has-a-reputation-for-his-competence-integrity-dedication-and-relentless-pursuit-of-difficult-and-onerous-jobs-considering-his-profile-he-was-picked-up-by-his-bosses-to-handle/>

WRAP Exams

Q8 · 20 marks

Case study. You are Vice Principal of a degree college in one of the middle-class towns. The principal has recently retired and management is looking for his replacement. There are also feelers that the management may promote you as Principal. In the meantime, during annual examination, the flying squad came from the university caught two students red-handed involving in unfair means. A senior lecturer of the college was personally helping these student in this act. This senior lecturer also happens to be close to the management. One of the students was son of a local politician who was responsible in getting college affiliated to the present reputed university. The second student was son of a local businessman who has donated maximum funds for running of the college. You immediately informed the management regarding this unfortunate incident. The management told you to resolve the issue with flying squad at any cost. They further said that such incident will not only tarnish the image of the college but also the politician and businessman are very important personalities for the functioning of the college. You were also given hint that your further promotion to Principal depends on your capability in resolving this issue with flying squad. In the meantime, you were intimidated by your administrative officer that certain members of the student union are protesting outside the college gate against the senior lecturer and the students involved in this incident and demanding strict action against defaulters. - Discuss the ethical issues involved in the case. - Critically examine the options available with you as Vice Principal. What option will you adopt and why?

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Revision summary

Two well-connected students were caught with a senior lecturer's help; management wants the flying squad managed at any cost.

Ethical issues are academic integrity, conflict of interest, justice to honest candidates, and the right to protest for fairness.

Burying, a fake internal warning, and a mob leak all fail.

The Vice Principal should keep the report, recuse from promotion bargaining, run university process, and protect peaceful protest.

Empathy does not mean a pass mark.

Introduction

Cheating with a lecturer's help is not a public-relations event. It is an attack on every honest examinee. Burying the flying-squad report for a principal's chair is not a solution. The politician and the donor are conflicts of interest, not vetoes. Protestors asking for fairness are not a riot to be managed with a lie.

Body

Stakeholders

- You as Vice Principal, and your possible promotion.
- The two students, the senior lecturer, and every other candidate in the examination.
- The university flying squad and the affiliating university.
- Management, the politician of affiliation, and the donor.
- Student-union protestors and the town's faith in the degree.
- Parents who paid fees for a real examination.

(a) Ethical issues

- Academic integrity versus a management order to make the catch disappear.
- **Conflict of interest:** your promotion is being traded against the truth of a red-handed case; the politician and donor are private stakes sitting on a public exam.
- Justice to honest students whose ranks will be stolen if these two scripts stand.
- The lecturer's duty to the university; helping unfair means is professional misconduct, not mentoring.
- **Image of the college:** a short scandal is cheaper than a degree that employers later treat as a joke.
- **Right to peaceful protest:** students at the gate are demanding the rule the prospectus promised.
- **Natural justice:** the two students and the lecturer still get a hearing; they do not get a secret amnesty.
- Loyalty to management versus loyalty to the university's examination regulations and to UGC-type norms on unfair means.
- Courage versus a career bargain dressed as "resolving at any cost".
- Empathy for young men under family pressure does not extend to rewriting the flying-squad memo.

(b) Options and the course to adopt

- **Option 1:** Pressure the flying squad, lose the memo, promote the boys, and protect the lecturer.
- **Merit:** principalship may come; donors stay warm.
- **Demerit:** fraud, possible university de-affiliation later, and you are bought. Rejected.
- **Option 2:** Quiet internal "warning" with no university process, and ask protestors to disperse as a favour.
- **Merit:** looks like balance.
- **Demerit:** the official catch is still being buried; the next exam will be a market.
- **Option 3:** Leak names to the town before the university inquiry, to look tough.
- **Merit:** noise.

- **Demerit:** defamation risk, mob humiliation, and a ruined hearing.
- **Option 4:** Recuse from any promotion talk, keep the flying-squad report intact, let university process run against students and lecturer, inform management in writing that you will not bargain, protect protestors' peaceful demand, and offer the two students only the defence the regulations allow.
- **Merit:** the degree remains a degree; your chair, if it comes, is clean.
- **Demerit:** you may not be Principal. That is the price of the post's meaning.
- Adopt Option 4.
- Do not meet the flying squad as management's fixer. Cooperate as the college's honest officer: rooms, CCTV if any, seating plans, the lecturer's presence.
- Send a written report to the Registrar and Controller of Examinations with copies you keep.
- Place the senior lecturer under the college's and university's misconduct procedure; he is not above it because he is close to management.
- Recuse from bargaining about your own promotion while this file is live. Tell management the hint itself is a conflict of interest.
- **Student protest:** allow peaceful assembly, no lathi for a fairness demand, no deal that the protest will stop if the memo vanishes.
- **The two students:** suspension from that paper or whatever the university regulations prescribe, after hearing; compassion can mean counselling, not a pass mark.
- If management orders you in writing to kill the case, refuse in writing. A Principal appointed as a reward for exam fraud is not a promotion; it is a captured chair.

Flow diagram

Flying squad red-handed -> Report stands
 Report stands -> University process
 Report stands -> Lecturer misconduct
 Kill memo for promotion -> Captured degree
 Peaceful protest -> Demand for fairness

Conclusion

The flying-squad catch must stand. Students and lecturer go through university process. Management pressure and a promised principalship are conflicts to recuse from, not orders to obey. Protestors asking for fairness are allies of the exam, not a problem to be bought off.

Open WRAP page — <https://wrapexams.com/upsc/mains-answers/gs-4/2021/case-study-you-are-vice-principal-of-a-degree-college-in-one-of-the-middle-class-towns-the-principal-has-recently-retired-and-management-is-looking-for-his-replacement-there-are-also-feelers-that-the-management-may/>

Q9 · 20 marks

Case study. An elevated corridor is being constructed to reduce traffic congestion in the capital of a particular state. You have been selected as project manager of this prestigious project on your professional competence and experience. The deadline is to complete the project in next two years by 20 June, 2021, since this project is to be inaugurated by the Chief Minister before the elections are announced in the second week of July 2021. While carrying out the surprise inspection by inspecting team, a minor crack was noticed in one of the piers of the elevated corridor possibly due to poor material used. You immediately informed the chief engineer and stopped further work. It was assessed by you that minimum three piers of the elevated corridor have to be demolished and reconstructed. But this process will delay the project minimum by four to six months. But the chief engineer overruled the observation of inspecting team on the ground that it was a minor crack which will not in any way impact the strength and durability of the bridge. He ordered you to overlook the observation of inspecting team and continue working with same speed and tempo. He informed you that the minister does not want any delay as he wants the chief Minister to inaugurate the elevated corridor before the elections are declared. Also informed you that the contractor is far relative of the minister and he wants him to finish the project. He also gave you hint that your further promotion as additional chief engineer is under consideration with the ministry. However, you strongly felt that the minor crack in the pier of the elevated corridor will adversely affect the health and life of the bridge and therefore it will be very dangerous not to repair the elevated corridor. - Under the given conditions, what are the options available to you as a project manager? - What are the ethical dilemmas being faced by the project manager? - What are the professional challenges likely to be faced by the project manager and his response to overcome such challenges? - What can be the consequences of overlooking the observation raised by the inspecting team?

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Revision summary

A pier crack from poor material requires demolition of at least three piers and a delay past the CM's election-eve inauguration.

Obedying the Chief Engineer, silent resignation, a leak without papers, or cosmetic watching all fail.

Dilemmas are safety versus hierarchy, promotion and the contractor's kinship.

Professional answer is written stoppage, independent audit, and disaster-authority notice if overruled.

Overlooking risks a Kolkata-style collapse, prosecutions and a ribbon on a future grave.

Introduction

A ribbon before July is not a load-bearing member. A crack in a pier is. Overlooking it so the Chief Minister can inaugurate before elections is not an option. The 2016 Kolkata **Vivekananda** Road flyover collapse is the warning this file already contains. Lives outrank an election photograph.

Body

Stakeholders

- Future users of the corridor, including buses of schoolchildren.
- Construction workers who will stand under the deck.
- You as project manager, the inspecting team, and the Chief Engineer.
- The contractor related to the minister, the minister, and the Chief Minister's inauguration calendar.
- The public exchequer that will pay twice if the pier fails, or pay in funerals if it is not rebuilt.

(a) Options

- **Option 1:** Obey the Chief Engineer, restart with the same material, and chase the 20 June 2021 date.
- **Option 2:** Resign the same evening without a written trail.
- **Option 3:** Quietly tell a journalist a half-story without the inspection report.
- **Option 4:** Keep work going on uncracked spans only, and "watch" the pier - a delay disguised as caution without demolition.
- **Option 5:** Keep the stop, refuse in writing, demand a third-party structural audit, inform government and the disaster authority if overruled, and accept that the CM may inaugurate a finished safe bridge later or not at all.
- Adopt Option 5. Option 1 is rejected. A minor crack that you assess as systemic poor material is not a cosmetic plaster job.

(b) Ethical dilemmas

- Duty of care to unknown commuters versus loyalty to the Chief Engineer's order.
- Professional integrity versus a promotion as Additional Chief Engineer.
- Speed for an election calendar versus time for demolition and rebuild.
- Kinship of the contractor versus equal enforcement of specifications.
- Team harmony versus the inspecting team's observation you already endorsed.
- The dilemma is not "development versus safety". An unsafe corridor is not development. The dilemma is whether a photograph can buy a future collapse.

(c) Professional challenges and response

- **Hierarchy:** a junior project manager contradicting a Chief Engineer. Response: a speaking note, copies to the Secretary of the department, and a request for an independent IIT or agency audit - not a corridor argument.
- **Political time:** elections in the second week of July 2021. Response: a lawful inauguration of a safe stretch if any is truly independent; never a false "complete" certificate.
- **Contractor pressure:** Response: measurements, cube tests, and stop-work under the contract; no private meeting with the relative.
- **Career threat:** Response: recuse from treating promotion as a factor; the **Whistle Blowers Protection Act, 2014** logic even if the exact statute's door is imperfect - put victimisation on record.
- **Technical uncertainty:** "minor" versus "will kill". Response: you already judged three piers. Do not self-downgrade under pressure. Let a third party confirm or rebut in writing.
- **If still overruled:** written dissent, alert the State disaster management authority and, where fit, a court or the National Green Tribunal is less apt than a structural-safety and criminal-negligence path; do not stay silent.

(d) Consequences of overlooking the observation

- Collapse under load, in rain, or at inauguration crowd density - the Kolkata flyover of 31 March 2016 killed people on a live urban work; that is the relevant Indian warning.
- Mass casualty, not a departmental embarrassment.
- Criminal negligence and possible culpable homicide inquiries against signatories; the minister's relative will not be in the dock alone.
- **Fiscal:** demolition after failure costs more than demolition now.
- **Professional:** inspectors learn that reports are theatre; the next crack is hidden.
- **Political:** a CM cutting a ribbon on a doomed pier is not a win when the video of the fall arrives.
- **Personal:** the promotion will not survive the first funeral, and neither will sleep.

Flow diagram

Pier crack poor material -> Stop and dissent
 Stop and dissent -> Third-party structural audit
 Stop and dissent -> Demolish three piers
 Overlook for CM photo -> Collapse Kolkata warning
 Promotion hint -> Conflict of interest

Conclusion

Stop the work. Write the dissent. Get a third-party audit. Whistle to disaster and government channels if the Chief Engineer still orders speed. The CM can wait. The dead cannot be inaugurated back. Kolkata 2016 is the cost of a 'minor crack' story.

Open WRAP page — <https://wrapexams.com/upsc/mains-answers/gs-4/2021/case-study-an-elevated-corridor-is-being-constructed-to-reduce-traffic-congestion-in-the-capital-of-a-particular-state-you-have-been-selected-as-project-manager-of-this-prestigious-project-on-your-professional-competence/>

Q10 · 20 marks

Case study. The coronavirus disease (CoVID-19) pandemic has quickly spread to various countries. As on May 8th, 2020, in India 56342 positive cases of corona had been reported. India with a population of more than 1-35 billion had difficulty in controlling the transmission of coronavirus among its population. Multiple strategies became necessary to handle this outbreak. The Ministry of Health and Family Welfare of India raised awareness about this outbreak and to take all necessary actions to control the spread of COVID-19. Indian Government implemented a 55-day lockdown throughout the country to reduce the transmission of the virus. Schools and colleges had shifted to alternative mode of teaching- learning-evaluation and certification. Online mode became popular during these days. India was not prepared for a sudden onslaught of such a crisis due to limited infrastructure in terms of human resource, money and other facilities needed for taking care of this situation. This disease did not spare anybody irrespective of caste, creed, religion on the one hand and have and have not' on the other. Deficiencies in hospital beds, oxygen cylinders, ambulances, hospital staff and crematorium were the most crucial aspects. You are a hospital administrator in a public hospital at the time when coronavirus had attacked large number of people and patients were pouring into hospital day in and day out. - What are your criteria and justification for putting your clinical and non-clinical staff to attend to the patients knowing fully well that it is highly infectious disease and resources and infrastructure are limited? - If yours is a private hospital, whether your justification and decision would remain same as that of a public hospital?

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Revision summary

Public-hospital staff may be deployed into COVID risk if PPE, training, rotation, informed consent and fair sharing of exposure are real.

Beds follow ICMR-style clinical triage, not VIP pull.

Closing the hospital is not the ethical alternative.

- **A private hospital keeps the same non-abandonment ethic:** stabilise, then coordinated referral, not a pavement dump.

Profit and packages may differ; dumping the poor may not.

Introduction

The virus does not read the pay scale. A public hospital administrator still has to send people into risk with scarce PPE and beds. Dumping the poor at a private gate is not a business model. Duty of care and justice in scarcity are the same ethic; the funding story is not an exit from non-abandonment.

Body

Stakeholders

- COVID and non-COVID patients, including those who will be triaged away from a ventilator.
- Clinical staff, sanitation workers, ambulance crew, and their families.
- You as administrator, the State health department, and ICMR protocol authors.
- Private hospital owners and insured versus uninsured patients, if the second limb applies.

(a) Public hospital: criteria and justification

- **Duty of care:** a public hospital exists to treat; staff accepted a profession that includes epidemic risk, not a suicide order.
- **Justice in scarcity:** beds, oxygen and ICU cannot be sold by pull. Criteria must be clinical need, likelihood of benefit, and published SOPs - ICMR and Ministry of Health triage - not VIP WhatsApp.
- **Non-maleficence:** do not send staff without the best available PPE, training, and a fit-test as supplies allow.
- **Informed consent of staff:** explain the risk, the protocol, and the right to report unsafe deployment; conscription by humiliation is unethical even in a pandemic.
- **Rotation and rest:** burnout kills patients too; cohort teams, limit continuous COVID weeks, and vaccinate when doses exist.
- **Equity among staff:** do not dump all exposure on contractual sanitation workers and interns while seniors stay in the committee room.
- **Pregnant, immunocompromised and older workers:** redeploy to lower-exposure tasks where the roster allows; this is fairness, not cowardice.
- **Non-clinical staff:** they are not disposable. Same PPE logic for a cleaner as for a consultant at the bedside, graded by exposure.
- **Transparency:** a public board of occupancy, so rumours of hidden VIP beds do not destroy trust.
- **Justification:** the alternative - closing the gate - abandons [Article 21](#). The ethical path is risk that is shared, equipped, rotated and triaged by protocol, not by caste, cash or party.
- Mental health and family housing for staff who cannot go home to elderly parents.
- **Crematorium and ambulance gaps:** coordinate with the district; the hospital's duty does not end at a body left in a corridor as policy.

(b) Private hospital: same core, different cash, not a dump

- The decision does not flip to "we treat only those who pay in advance and we turn the poor away at the gate".
- Private hospitals remain bound by medical ethics of non-abandonment, emergency first aid, and the law of the day - State COVID requisition orders, the Clinical Establishments framework where notified, and consumer duties.
- **EMTALA in the United States is a useful ethical analogue:** screen and stabilise an emergency, then transfer with acceptance, rather than dump.

- **Profit does not cancel justice:** a dual queue of oxygen for cash and denial for the uninsured is the food-company dual standard in a ward.
- **What may differ:** elective non-COVID work, hotel-style rooms, and pricing within a government-capped COVID package where the State has fixed rates.
- **What must not differ:** triage by medical need inside the facility; PPE and rotation for staff; no punishment of a nurse who asks for a gown.
- **If beds are full:** documented, medically escorted referral to a public or listed COVID facility, with oxygen in the ambulance - not a poor patient left on the pavement.
- Coordinate with the State war-room for occupancy, so private capacity is part of the public surge, not a gated island.
- **Staff justification remains the same:** equipped, rotated, informed. A private employer who hides PPE costs in a bonus for silence has failed twice.
- If the board orders gate-dumping, the administrator refuses in writing. A licence to practise is not a licence to abandon.

Flow diagram

COVID surge -> PPE rotation consent rotation consent
COVID surge -> ICMR need-based triage
Public hospital -> Article 21 no closed gate
Private hospital -> Stabilise and refer
Dump poor at gate -> Abandonment

Conclusion

Send staff with PPE, rotation, honest risk talk and ICMR triage, sharing exposure instead of hiding seniors. In a private hospital the poor still get emergency care and a real referral. Scarcity explains hard triage. It does not explain a pavement.

Open WRAP page — <https://wrapexams.com/upsc/mains-answers/gs-4/2021/case-study-the-coronavirus-disease-covid-19-pandemic-has-quickly-spread-to-various-countries-as-on-may-8th-2020-in-india-56342-positive-cases-of-corona-had-been-reported-india-with-a-population-of-more-than-1-35-billion/>

Q11 · 20 marks

Case study. A Reputed food product company based in India developed a food product for the international market and started exporting the same after getting necessary approvals. The company announced this achievement and also indicated that soon the product will be made available for domestic consumers with almost same quality and health benefits. Accordingly, the company got its product approved by the domestic competent authority and launched the product in the Indian market. The company could increase its market share over a period of time and earned substantial profit both domestically and internationally. However, the random sample test conducted by the inspecting team found the product being sold domestically in variance with the approval obtained from the competent authority. On further investigation, it was also discovered that the food company was not only selling products that were not meeting the health standard of the country but also selling the rejected export products in the domestic market. This episode adversely affected the reputation and profitability of the food company. - What action do you visualize should be taken by the competent authority against the food company for violating the laid down domestic food standard and selling rejected export products in domestic market? - What course of action is available with the food company to resolve the crisis and bring back its lost reputation? - Examine the ethical dilemma involved in the case.

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Revision summary

The firm sold a domestic product that failed its own approval and included rejected export lots.

The authority must recall, seize, publicise, penalise, and consider criminal FSSA action, plus a ban on reject-dumping.

The company must recall fully, audit independently, compensate, fire the designers of the dual stream, and apologise without greenwash.

The dilemma is profit versus the right to health of poorer Indian buyers.

There is no honest dual human being, export-grade and home-grade.

Introduction

Europe's reject is not India's diet. The company announced one quality and sold another. The competent authority should recall and punish, not negotiate a quiet relabel. The firm's path is full recall and truth, not a green CSR campaign over a poisoned shelf.

Body

Stakeholders

- Domestic consumers, especially poorer buyers of the cheaper home SKU.
- Overseas buyers and the foreign regulator who already rejected lots.
- The company's workers, shareholders, and honest quality staff if any.
- FSSAI and State food authorities.
- The public who heard the "same quality" advertisement.

(a) Action by the competent authority

- Immediate stop-sale and recall of the non-conforming domestic lots under the **Food Safety and Standards Act, 2006**.
- Seize samples, seal stocks, and map distribution so kirana shelves are not left as the dump.
- Penalty and, where injury or knowing sale of unsafe food is made out, criminal process under the FSSA - not a token compounding that teaches dumping.
- Ban the practice of export-reject diversion to the home market; treat it as a separate aggravating fact, not as inventory management.
- Public notice in plain language, not a buried gazette, so the poorest consumer hears.
- Audit other SKUs of the same company; a dual standard is rarely a single SKU.
- If advertisements claimed identical health benefits, proceed for misleading claim under food law and consumer law - **Consumer Protection Act, 2019**.
- No hush meeting with the brand for a "voluntary" silence. Reputation pain is part of deterrence.
- Coordinate with customs and export inspection so the next reject is destroyed or reprocessed under watch, not trucked inland.
- Protect a whistle-blowing chemist inside the plant; the next file may come from them.

(b) Course for the company

- Full recall, not a quiet city-only pull. Independent laboratory audit of process, not an in-house certificate.
- Compensate identified harm and offer refunds without a humiliation form.
- Fire or prosecute internally the managers who designed the dual stream; do not sacrifice only a contract packer.
- **Public apology that names the facts:** variance from approval, sale of rejected export product. No greenwashing plantation photograph as substitute.
- **Change the business model:** one safety floor for every market; a cheaper SKU only if it is still lawful and honestly labelled, never a reject.
- Cooperate with FSSAI; hiding truck data is a second offence.
- **Workers:** keep the plant's honest jobs by rework and destruction funded by the brand, not by lobbying to sell the reject as "seconds" in a village.
- Reputation returns, if at all, through years of clean tests, not a celebrity advertisement the next quarter.

(c) Ethical dilemma

- Profit and export-led growth versus the right to health of poorer domestic consumers.
- Loyalty to shareholders versus loyalty to the advertisement's promise of "almost same quality".

- Cost of destruction versus the temptation to recover value from a failed lot.
- Home-market price sensitivity versus the fact that an Indian body is not a cheaper laboratory.
- Jobs in the plant versus a shutdown during recall.
- The dilemma is real as pressure. It is not real as a permission. Health is not a residual after foreign buyers have picked.
- **Dual standards also insult Article 14 in the marketplace:** two qualities of citizen, export-safe and home-unsafe.
- The ethical resolution is the same floor of safety, honest labelling, and loss taken on the reject - the path already named for the Europe-rejected shoes in spirit.

Flow diagram

Export-reject sold at home -> Recall penalty possible crime
Export-reject sold at home -> Full recall independent audit
Full recall independent audit -> One safety floor apology
CSR photo without recall -> Greenwash
Recover value from reject -> Poorer consumers

Conclusion

FSSAI should recall, penalise, and where needed prosecute; export-reject dumping is an aggravating fraud. The company should recall, audit, compensate, remove the responsible, and apologise without greenwash. Profit versus poor consumers' health is the dilemma; health wins.

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Q12 · 20 marks

Case study. Pawan is working as an officer in the State Government for the last ten years. As a part of the routine transfer, he was posted to another department. He joined in a new office along with five other colleagues. The head of the office was a senior officer conversant with the functioning of the office. As a part of general inquiry, Pawan gathered that his senior officer carries the reputation of being a difficult and insensitive person having his own disturbed family life. Initially, all seem to go well. However, after some time Pawan felt that the senior officer was belittling him and at times unreasonable. Whatever suggestions given or views expressed by Pawan in the meetings were summarily rejected and the senior officer would express displeasure in the presence of others. It became a pattern of the boss's style of functioning to show him in bad light highlighting his shortcomings and humiliating him publically. It became apparent that though there are no serious work-related problems/shortcomings, the senior officer was always on one pretext or the other and would scold and shout at him. The continuous harassment and public criticism of Pawan resulted in loss of confidence, self-esteem, and equanimity. Pawan realized that his relations with his senior officer are becoming more toxic and due to this, he felt perpetually tensed, anxious and stressed. His mind was occupied with negativity and caused him mental torture, anguish and agony. Eventually, it badly affected his personal and family life. He was no longer joyous, happy and contented even t home. Rather without any reason he would loose his temper with his wife and other family members. The family environment was no longer pleasant and congenial. His wife who was always supportive to him also became a victim of his negativity and hostile behaviour. Due to harassment and humiliation suffered by him in the office, comfort and happiness virtually vanished from his life. Thus it damaged his physical and mental health. - What are the options available with Pawan to cope with the situation? - What approach Pawan should adopt for bringing peace, tranquillity and congenial environment in the office and home? - As an outsider, what are your Suggestions for both boss and subordinate to overcome this situation and for improving the work performance, mental and emotional hygiene? - In the above scenario, what type of training would you suggest

for at various levels in the government offices?

GS IV · 2021 · Ethics Case Studies

Revision summary

Pawan's boss humiliates him without a work cause; the injury has reached Pawan's wife.

Silent endurance, matching abuse, a clique, and unrecorded flight all fail.

Cope with documentation, grievance, transfer request, counselling, and a stop to displaced anger at home.

The boss must quit public scolding and get help; both need a witnessed work review.

- **Training:** 360 feedback, EI for seniors, workplace dignity, ARC-style organisational ethics.

Introduction

A toxic boss is an organisational ethics failure, not a personality quiz Pawan must fail alone. Matching the shout at his wife is a second injustice. The path is record, lawful grievance, help, and a request to move - not a duel and not silent collapse.

Body

Stakeholders

- Pawan, his wife, and other family members now living under his displaced temper.
- The senior officer, whose own family disturbance is context, not a licence.
- Five colleagues who joined with Pawan and the rest of the office who watch the humiliation.
- The public whose files slow down when an office is a theatre of fear.
- The department's administration and training institutes.

(a) Options to cope

- **Option 1:** Endure in silence until the body or the marriage breaks.
- **Option 2:** Match the boss - public sarcasm, leaks, and shouting at home as "release".
- **Option 3:** Informal clique against the boss, without a file.
- **Option 4:** Sudden medical leave forever, with no record of cause.
- **Option 5:** Contemporaneous documentation, internal grievance, counselling, a written transfer or posting-protection request, and a disciplined refusal to import office poison into the house.
- Reject 1-4 as coping. Silence trains the bully. Matching abuse spreads the injury. A clique without paper becomes the next drama. Leave without a record helps the boss's story that Pawan was weak.

(b) Approach for peace at office and home

- **Office:** short, factual notes of each public humiliation - date, words, witnesses - stored outside the boss's drawer.
- Use the department's grievance and vigilance-for-conduct channel, and the CCS/State conduct expectation that a senior shall not harass.
- Ask in writing for work instructions by email so oral ambush is harder.
- Do not sabotage files; competence is **Pawan's shield** and the public's right.
- Seek a routine transfer on record of a hostile environment, not a whispering campaign.

- **Home:** tell the wife the true source, apologise for displaced anger, and stop using her as a junior officer.
- Counselling or a staff clinic for anxiety; alcohol as self-medication is not peace.
- Separate office hours from home hours with a walk, a ritual, a phone-off meal - emotional intelligence as self-regulation, not as charm for the boss.
- If facts approach sexual harassment of anyone in the office, the Sexual Harassment of Women at Workplace Act, 2013 door is additional; dignity of men is still a conduct issue even where POSH does not title the case.

(c) Suggestions for boss and subordinate

- **Boss:** public scolding is not leadership. Take feedback in private. Get help for the disturbed family life so it is not exported as office sadism. Apologise where you humiliated. Judge work, not ego.
- **Boss:** 360-degree feedback should have reached you before Pawan broke. Treat a silent room in meetings as a red flag, not as discipline.
- **Subordinate:** stay civil, keep minutes, do not grovel, do not bait. Document. Seek peers as witnesses, not as a mob.
- **Both:** agree a weekly closed-door work review with a third officer present if trust is gone.
- **Mental hygiene:** sleep, no humiliation as humour, and a rule that family is not a dumping ground. The boss needs this as much as Pawan.
- **Performance:** fear reduces reporting of errors; a humiliated officer hides a mistake until it is a scandal. Psychological safety is efficiency.

(d) Training at various levels

- **Induction:** dignity, the Conduct Rules, and that shouting is not "old school toughness".
- **Mid-career for seniors:** emotional intelligence, anger, and the cost of a disturbed private life brought to the dak.
- 360-degree feedback that actually affects the ACR of a chronic humiliator.
- POSH-adjacent modules on workplace dignity for all genders, so public belittling is named as misconduct.
- Counselling skills for heads of office; mandatory after a cluster of transfer requests from one desk.
- **Second Administrative Reforms Commission organisational-ethics idea:** systems, not only a saintly junior.
- Peer-support groups and a confidential ombudsperson so Pawan is not the only file.
- **Simulation:** how to give negative work feedback without character assassination.
- Family-wellness sessions that warn about displaced aggression - for Pawan's pattern and for the boss's.

Flow diagram

Public humiliation -> Dated record
 Dated record -> Grievance and transfer request
 Dated record -> Counselling
 Shout at spouse -> Second victim
 360 EI dignity POSH-adjacent -> Organisational ethics

Conclusion

Pawan should record, grieve through channels, seek transfer and counselling, and keep the house off the battlefield. The boss must stop public humiliation and treat his private wound. Training should install 360 feedback, dignity, and EI for seniors so the next office is not another toxic posting.

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WRAP Exams

Compiled answer key

Last pages of this pack. Each question links to the WRAP model answer on wrapexams.com.

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Q1 10 marks	Q2 10 marks	Q3 10 marks	Q4 10 marks
Q5 10 marks	Q6 10 marks	Q7 20 marks	Q8 20 marks
Q9 20 marks	Q10 20 marks	Q11 20 marks	Q12 20 marks

Question-wise key

Q1 · 10 marks Solution

Q2 · 10 marks Solution

Q3 · 10 marks Solution

Q4 · 10 marks Solution

Q5 · 10 marks Solution

Q6 · 10 marks Solution

Q7 · 20 marks Solution

Q8 · 20 marks Solution

Q9 · 20 marks Solution

Q10 · 20 marks Solution

Q11 · 20 marks Solution

Q12 · 20 marks Solution

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