

GS Paper 4 — Ethics, Integrity and Aptitude

Theme-wise Theory Questions | 2013 – 2025

Theme 1 — Emotional Intelligence

S.No	Year	Sub-Theme	Question
1	2023	Emotional Intelligence	"What really matters for success, character, happiness and lifelong achievements is a definite set of emotional skills — your EQ — not just purely cognitive abilities that are measured by conventional IQ tests." Do you agree with this view? Give reasons in support of your answer.
2	2021	Emotional Intelligence	In case of a crisis of conscience, does emotional intelligence help to overcome the same without compromising the ethical or moral stand that you are likely to follow? Critically examine.
3	2020	Emotional Intelligence	Hatred is destructive of a person's wisdom and conscience that can poison a nation's spirit. Do you agree with this view? Justify your answer. (150 words)
4	2020	Emotional Intelligence	What are the main components of emotional intelligence (EI)? Can they be learned? Discuss. (150 words)
5	2019	Emotional Intelligence	"Emotional Intelligence is the ability to make your emotions work for you instead of against you." Do you agree with this view? Discuss.
6	2017	EI in Administration and Governance	How will you apply emotional intelligence in administrative practices?
7	2016	Emotional Intelligence	Anger is a harmful negative emotion. It is injurious to both personal life and work life. (a) Discuss how it leads to negative emotions and undesirable behaviours. (b) How can it be managed and controlled?
8	2013	Emotional Intelligence	What is 'emotional intelligence' and how can it be developed in people? How does it help an individual in taking ethical decisions?

Theme 2 — Public/Civil Service Values and Ethics in Public Administration

S.No.	Year	Sub-Theme	Question
1	2025	<i>Applied Ethics</i>	In the present digital age, social media has revolutionised our way of communication and interaction. However, it has raised several ethical issues and challenges. Describe the key ethical dilemmas in this regard.
2	2025	<i>Ethics in Public Administration</i>	"Constitutional morality is not a natural sentiment but a product of civil education and adherence of the rule of law." Examine the significance of constitutional morality for public servants, highlighting the role in promoting good governance and ensuring accountability in public administration.
3	2025	<i>Ethical Issues in International Relations</i>	Carl von Clausewitz once said, "War is a diplomacy by other means." Critically analyse the above statement in the present context of contemporary geo-political conflict.
4	2025	<i>Applied Ethics</i>	Keeping the national security in mind, examine the ethical dilemmas related to controversies over environmental clearance of development projects in ecologically sensitive border areas in the country.
5	2025	<i>Ethics in Public Administration</i>	"For any kind of social re-engineering by successfully implementing welfare schemes, a civil servant must use reason and critical thinking in an ethical framework." Justify this statement with suitable examples.
6	2024	<i>Ethics in Public Administration</i>	Mission Karmayogi is aiming for maintaining a very high standard of conduct and behaviour to ensure efficiency for serving citizens and in turn developing oneself. How will this scheme empower the civil servants in enhancing productive efficiency and delivering services at the grassroots level?
7	2024	<i>Ethical Issues in International Relations</i>	Global warming and climate change are the outcomes of human greed in the name of development, indicating the direction in which extinction of organisms is heading. How do you put an end to this to protect life and bring equilibrium between the society and the environment?
8	2024	<i>Ethical Issues in International Relations</i>	It is not enough to talk about peace, one must believe in it; and it is not enough to believe in it, one must act upon it. Major weapon industries of developed nations are adversely influencing continuation of wars for their

S.No.	Year	Sub-Theme	Question
			own self-interest. What are the ethical considerations of powerful nations to stop continuation of ongoing conflicts?
9	2024	Applied Ethics	The application of Artificial Intelligence as a dependable source of input for administrative rational decision-making is a debatable issue. Critically examine the statement from the ethical point of view.
10	2023	Corporate Governance	What do you understand by 'moral integrity' and 'professional efficiency' in the context of corporate governance in India? Illustrate with suitable examples.
11	2023	Ethical Issues in International Relations	'International aid' is an accepted form of helping 'resource-challenged' nations. Comment on 'ethics in contemporary international aid'. Support your answer with suitable examples.
12	2023	Laws, Rules and Conscience	Is conscience a more reliable guide when compared to laws, rules and regulations in the context of ethical decision-making? Discuss.
13	2022	Ethics in Public Administration	Wisdom lies in knowing what to reckon with and what to overlook. An officer being engrossed with the periphery, ignoring the core issues before him, is no rare occurrence in the bureaucracy. Do you agree that such preoccupation of an administrator leads to travesty of justice to the cause of effective service delivery and good governance? Critically evaluate. (150 words)
14	2022	Ethical Issues in International Relations	Russia and Ukraine war has been going on for several months. Different countries have taken independent stands keeping in view their own national interests. What are those ethical issues that are crucial to be considered while launching the war and its continuation? Illustrate with justification. (150 words)
15	2022	Laws, Rules and Conscience	Write short notes in 30 words each: (i) Constitutional morality (ii) Conflict of interest (iii) Probity in public life (iv) Challenges of digitalisation (v) Devotion to duty.
16	2022	Ethical Issues in International Relations	Corporate sector's contribution in generating wealth and employment is increasing. In doing so, they are bringing unprecedented onslaught on the climate, environmental sustainability and living conditions of

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			human beings. Do you think that CSR is efficient and sufficient enough to fulfil the social roles and responsibilities needed? Critically examine. (150 words)
17	2021	<i>Ethical Dilemmas in Government</i>	Besides domain knowledge, a public official needs innovativeness and creativity of a high order as well, while resolving ethical dilemmas. Discuss with suitable example.
18	2021	<i>Ethical Issues in International Relations</i>	"Refugees should not be turned back to the country where they would face persecution or human rights violation." Examine the statement with reference to ethical dimensions being violated by nations claiming to be democratic with an open society.
19	2020	<i>Ethical Issues in International Relations</i>	The will to power exists, but it can be tamed and be guided by rationality and principles of moral duty. Examine this statement in the context of international relations. (150 words)
20	2020	<i>Laws, Rules and Conscience</i>	Distinguish between laws and rules. Discuss the role of ethics in formulating them. (150 words)
21	2019	<i>Laws, Rules and Conscience</i>	What is meant by the term 'constitutional morality'? How does one uphold constitutional morality?
22	2018	<i>Laws, Rules and Conscience</i>	Suppose the Government of India is thinking of constructing a dam in a mountain valley bound by forests and inhabited by ethnic communities. What rational policy should it resort to in dealing with unforeseen contingencies?
23	2018	<i>Ethical Dilemmas in Government</i>	Explain the process of resolving ethical dilemmas in Public Administration.
24	2018	<i>Laws, Rules and Conscience</i>	"In doing a good thing, everything is permitted which is not prohibited expressly or by clear implication." Examine the statement with suitable examples in the context of a public servant discharging his/her duties.
25	2018	<i>Strengthening Ethical Values</i>	What is meant by public interest? What are the principles and procedures to be followed by civil servants in public interest?
26	2017	<i>Corporate Governance</i>	Corporate social responsibility makes companies more profitable and sustainable. Analyse.

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27	2017	<i>Ethical Issues in International Relations</i>	Strength, peace and security are considered to be the pillars of international relations. Elucidate.
28	2016	<i>Accountability and Ethical Governance</i>	What do you understand by the terms 'governance', 'good governance' and 'ethical governance'?
29	2016	<i>Laws, Rules and Conscience</i>	Law and Ethics are considered to be the two tools for controlling human conduct so as to make it conducive to civilised social existence. (a) Discuss how they achieve this objective. (b) Discuss the limitations of this approach.
30	2015	<i>Laws, Rules and Conscience</i>	"A mere compliance with law is not enough, the public servant also has to have a well-developed sensibility to ethical issues for effective discharge of duties." Do you agree?
31	2015	<i>Laws, Rules and Conscience</i>	Explain with the help of two examples, where (i) an act is ethically right, but not legally; and (ii) an act is legally right, but not ethically.
32	2015	<i>Ethical Issues in International Relations</i>	At the international level, bilateral relations between most nations are governed on the policy of promoting one's own national interest without regard for the interest of other nations. How can ethical consideration help resolve such tensions? Discuss with specific examples.
33	2014	<i>Accountability and Ethical Governance</i>	What does 'accountability' mean in the context of public service? What measures can be adopted to ensure individual and collective accountability of public servants?
34	2014	<i>Accountability and Ethical Governance</i>	There is a heavy ethical responsibility on the public servants because they occupy positions of power, handle huge amounts of public funds, and their decisions have wide-ranging impact on society and environment. What steps have you taken to improve your ethical competence to handle such responsibility?
35	2013	<i>Ethics in Public Administration</i>	It is often said that 'politics' and 'ethics' do not go together. What is your opinion in this regard? Justify your answer with an illustration.

S.No.	Year	Sub-Theme	Question
36	2013	Laws, Rules and Conscience	What do you understand by the term 'voice of conscience'? How do you prepare yourself to heed to the voice of conscience?

Theme 3 – Aptitude and Foundational Values for Civil Service

S.N o.	Year	Sub-Theme	Question
1	2022	Values and Aptitude	Apart from intellectual competency and moral qualities, empathy and compassion are some of the other vital attributes that facilitate civil servants to be more competent in tackling crucial issues or taking critical decisions. Explain with suitable illustrations. (150 words)
2	2021	Values and Aptitude	Identify five ethical traits on which one can plot the performance of a civil servant. Justify their inclusion in the matrix.
3	2021	Values and Aptitude	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.
4	2021	Values and Aptitude	Should impartiality and being non-partisan be considered as indispensable qualities to make a successful civil servant? Discuss with illustrations.
5	2018	Values and Aptitude	State the three basic values, universal in nature, in the context of civil services and bring out their importance.
6	2017	Values and Aptitude	One of the tests of integrity is complete refusal to be compromised. Explain with reference to a real-life example.
7	2017	Values and Aptitude	Examine the relevance of the following in the context of civil service: (a) Transparency (b) Accountability (c) Fairness and Justice (d) Courage of Conviction (e) Spirit of service.
8	2016	Values and Aptitude	Why should impartiality and non-partisanship be considered as foundational values in public services, especially in the present day socio-political context? Illustrate your answer with examples.
9	2015	Values and Aptitude	How do the virtues of trustworthiness and fortitude get manifested in public service? Explain with examples.

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10	2014	Values and Aptitude	"Integrity without knowledge is weak and useless, but knowledge without integrity is dangerous and dreadful." What do you understand by this statement? Explain your stand with illustrations from the modern context.
11	2013	Values and Aptitude	Values and Public Values; Integrity; Impartiality and Non-partisanship; Objectivity; Dedication to Public Service; Empathy, Tolerance and Compassion towards the weaker sections — discuss their significance for civil services.
12	2013	Values and Aptitude	Indicate two more attributes that you consider important for public service. Justify your answer.

Theme 4 — Probity in Governance

S.No .	Year	Sub-Theme	Question
1	2025	Utilisation of Public Funds	India has recently secured the status of the fourth largest economy of the world as per IMF projection. However, in some sectors, allocated funds remain either under-utilised or misutilised. What specific measures would you recommend for ensuring accountability to stop leakages and gain the status of the third largest economy in the near future?
2	2025	Work Culture	It is said that for an ethical work culture, there must be a code of ethics in place in every organisation. To ensure a value-based and compliance-based work culture, what suitable measures would you adopt in your workplace?
3	2024	Probity in Governance	The number of women in public service has been steadily increasing over the years. Examine the gender-specific challenges faced by female public servants and suggest suitable measures to increase their efficiency in discharging their duties and maintaining high standards of probity.
4	2023	Challenges of Corruption	"Corruption is the manifestation of the failure of core values in the society." In your opinion, what measures can be adopted to uplift the core values in the society?

S.No .	Year	Sub-The me	Question
5	2023	Challenges of Corruption	In the context of work environment, differentiate between 'coercion' and 'undue influence' with suitable examples.
6	2023	Probity in Governance	Probity is essential for an effective system of governance and socio-economic development. Discuss.
7	2023	Philosophical Basis of Probity	Explain the term social capital. How does it enhance good governance?
8	2022	Quality of Service Delivery	What do you understand by the term 'good governance'? How far have recent e-governance initiatives taken by the State helped the beneficiaries? Discuss with suitable examples. (150 words)
9	2022	Challenges of Corruption	Whistle-blowers who report corruption and illegal activities run the risk of being exposed to grave danger, physical harm and victimisation by vested interests. What policy measures would you suggest to strengthen the protection mechanism to safeguard whistle-blowers? (150 words)
10	2021	Challenges of Corruption	An independent and empowered social audit mechanism is an absolute must in every sphere of public service, including judiciary, to ensure performance, accountability and ethical conduct. Elaborate.
11	2019	Concept of Public Service	What do you understand by the term 'public servant'? Reflect on the expected role of a public servant.
12	2019	Citizen's Charter	Explain the basic principles of the citizens' charter movement and bring out its importance.
13	2019	Information Sharing and Transparency	There is a view that the Official Secrets Act is an obstacle to the implementation of the Right to Information Act. Do you agree? Discuss.
14	2019	Philosophical Basis of Probity	What do you understand by probity in governance? Based on your understanding of the term, suggest measures for ensuring probity in government.
15	2019	Utilisation of Public Funds	Effective utilisation of public funds is crucial to meet development goals. Critically examine the reasons for

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			under-utilisation and mis-utilisation of public funds and their implications.
16	2019	Challenges of Corruption	"Non-performance of duty by a public servant is a form of corruption." Do you agree with this view? Justify your answer.
17	2018	Codes of Ethics and Conduct	Distinguish between 'Code of ethics' and 'Code of conduct' with suitable examples.
18	2018	Information Sharing and Transparency	"The Right to Information Act is not all about citizens' empowerment alone, it essentially redefines the concept of accountability." Discuss.
19	2017	Work Culture	Discipline generally implies following the order and subordination. However, it may be counterproductive for the organisation. Discuss.
20	2016	Codes of Ethics and Conduct	Discuss the Public Services Code as recommended by the 2nd Administrative Reforms Commission.
21	2016	Challenges of Corruption	"Corruption causes misuse of government treasury, administrative inefficiency and obstruction in the path of national development." Discuss Kautilya's views.
22	2015	Information Sharing and Transparency	Some recent developments such as RTI Act, media and judicial activism are proving helpful in bringing about greater transparency and accountability. However, these mechanisms are sometimes misused and officers are afraid to take prompt decisions. Analyse this situation and suggest how this dichotomy can be resolved.
23	2015	Challenges of Corruption	Today we find that in spite of various measures like codes of conduct, vigilance commissions, RTI, active media and stronger legal mechanisms, corrupt practices are not coming under control. (a) Evaluate the effectiveness of these measures. (b) Suggest more effective strategies to tackle this menace.
24	2014	Philosophical Basis of Probity	What do you understand by 'probity' in public life? What are the difficulties in practising it in the present times? How can these difficulties be overcome?

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25	2014	Challenges of Corruption	It is often said that poverty leads to corruption. However, there is no dearth of instances where affluent and powerful people indulge in corruption in a big way. What are the basic causes of corruption among people? Support your answer with examples.

Theme 5 – Contributions of Moral Thinkers and Philosophers

S.No .	Year	Sub-Theme	Question
1	2025	Moral Thinkers	What are the major teachings of Mahavir? Explain their relevance in the contemporary world.
2	2025	Moral Thinkers	"Those who in trouble untroubled are, Will trouble trouble itself." – Thiruvalluvar. Explain what this means to you in the present context.
3	2025	Moral Thinkers	"The greatest discovery of my generation is that a human being can alter his life by altering his attitudes." – William James. Discuss.
4	2025	Moral Thinkers	"The strength of a society is not in its laws, but in the morality of its people." – Swami Vivekananda. Examine.
5	2024	Moral Thinkers	"Learn everything that is good from others, but bring it in, and in your own way absorb it, do not become others." – Swami Vivekananda. Explain.
6	2024	Moral Thinkers	"Faith is of no avail in the absence of strength. Faith and strength, both are essential to accomplish any great work." – Sardar Patel. Discuss.
7	2024	Moral Thinkers	"In law, a man is guilty when he violates the rights of others. In ethics, he is guilty if he only thinks of doing so." – Immanuel Kant. Analyse.
8	2023	Moral Thinkers	"The simplest acts of kindness are by far more powerful than a thousand heads bowing in prayer." – Mahatma Gandhi. What does this convey to you in the present context?
9	2023	Moral Thinkers	"To awaken the people, it is the women who must be awakened. Once she is on the move, the family moves, the

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			village moves, the nation moves." — Jawaharlal Nehru. Discuss.
10	2023	Moral Thinkers	"Do not hate anybody, because that hatred that comes out from you must, in the long run, come back to you. If you love, that love will come back to you, completing the circle." — Swami Vivekananda. Explain.
11	2023	Moral Thinkers	Differentiate 'moral intuition' from 'moral reasoning' with suitable examples.
12	2022	Moral Thinkers	"Ethics is knowing the difference between what you have the right to do and what is right to do." — Potter Stewart. (150 words)
13	2022	Moral Thinkers	"If a country is to be corruption free and become a nation of beautiful minds, I strongly feel there are three key societal members who can make a difference. They are the father, the mother and the teacher." — Abdul Kalam. (150 words)
14	2022	Moral Thinkers	"Judge your success by what you had to give up in order to get it." — Dalai Lama. (150 words)
15	2021	Moral Thinkers	"Every work has got to pass through hundreds of difficulties before succeeding. Those that persevere will see the light, sooner or later." — Swami Vivekananda. What does this mean to you?
16	2021	Moral Thinkers	"We can never obtain peace in the outer world until and unless we obtain peace within ourselves." — Dalai Lama. Discuss.
17	2021	Moral Thinkers	"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. Examine.
18	2020	Moral Thinkers	What teachings of Buddha are most relevant today and why? Discuss. (150 words)
19	2020	Moral Thinkers	"Condemn none: if you can stretch out a helping hand do so. If not, fold your hands, bless your brothers and let them go their own way." — Swami Vivekananda. (150 words)
20	2020	Moral Thinkers	"The best way to find yourself is to lose yourself in service of others." — Mahatma Gandhi. (150 words)
21	2020	Moral Thinkers	"A system of morality which is based on relative emotional values is a mere illusion, a thoroughly vulgar conception

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			which has nothing sound in it and nothing true." — Socrates. (150 words)
22	2019	Moral Thinkers	What do each of the following quotations mean to you? (a) "An unexamined life is not worth living." — Socrates. (b) "A man is but a product of his thoughts. What he thinks he becomes." — M.K. Gandhi. (c) "Where there is righteousness in the heart, there is beauty in the character..." — A.P.J. Abdul Kalam.
23	2018	Moral Thinkers	"The true rule, in determining to embrace, or reject anything, is not whether it has any evil in it; but whether it has more evil than good... our best judgment of the preponderance between them is continually demanded." — Abraham Lincoln. What does this mean to you in the present context?
24	2018	Moral Thinkers	"Anger and intolerance are the enemies of correct understanding." — Mahatma Gandhi. Discuss.
25	2018	Moral Thinkers	"Falsehood takes the place of truth when it results in unblemished common good." — Tirukkural. Examine.
26	2018	Moral Thinkers	"In looking for people to hire, you look for three qualities: integrity, intelligence and energy. And if they do not have the first, the other two will kill you." — Warren Buffet. Explain in the present-day scenario.
27	2018	Moral Thinkers	With regard to morality of actions, one view is that means are of paramount importance and the other view is that the ends justify the means. Which view do you think is more appropriate? Justify your answer.
28	2017	Moral Thinkers	"Great ambition is the passion of a great character. Those endowed with it may perform very good or very bad acts. All depends on the principles which direct them." — Napoleon Bonaparte. Discuss.
29	2017	Moral Thinkers	With examples, mention the rulers (i) who have harmed society and country, and (ii) who worked for the development of society and country.
30	2017	Moral Thinkers	"If a country is to be corruption free and become a nation of beautiful minds, I strongly feel there are three key societal members who can make a difference. They are the father, the mother and the teacher." — A.P.J. Abdul Kalam. Analyse.

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31	2016	Moral Thinkers	Discuss Mahatma Gandhi's concept of seven sins.
32	2016	Moral Thinkers	Analyse John Rawls's concept of social justice in the Indian context.
33	2015	Moral Thinkers	"The weak can never forgive; forgiveness is the attribute of the strong." What does this mean to you in the present context?
34	2015	Moral Thinkers	"We can easily forgive a child who is afraid of the dark; the real tragedy of life is when men are afraid of the light." Explain.
35	2014	Moral Thinkers	"Human beings should always be treated as 'ends' in themselves and never as merely 'means'." Explain the meaning and significance of this statement, giving its implications in the modern techno-economic society.
36	2013	Moral Thinkers	"There is enough on this earth for every one's need but for no one's greed." — Mahatma Gandhi. What does this mean to you in the present context?
37	2013	Moral Thinkers	"Nearly all men can withstand adversity, but if you want to test a man's character, give him power." — Abraham Lincoln. Discuss.
38	2013	Moral Thinkers	"I count him braver who overcomes his desires than him who overcomes his enemies." — Aristotle. Explain.

Theme 6 — Ethics and Human Interface

S.No .	Year	Sub-Theme	Question
1	2025	Ethics in Human Interface	"One who is devoted to one's duty attains highest perfection in life." Analyse this statement with reference to sense of responsibility and personal fulfilment as a civil servant.
2	2024	Determinants and Consequences of Ethics	The soul of the new law, Bharatiya Nyaya Sanhita (BNS), is Justice, Equality and Impartiality based on Indian culture and ethos. Discuss this in the light of the major shift from

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			a doctrine of punishment to justice in the present judicial system.
3	2024	<i>Determinants and Consequences of Ethics</i>	"The concept of Just and Unjust is contextual. What was just a year back, may turn out to be unjust in today's context. Changing context should be constantly under scrutiny to prevent miscarriage of justice." Examine the above statement with suitable examples.
4	2024	<i>Determinants and Consequences of Ethics</i>	Ethics encompasses several key dimensions that are crucial in guiding individuals and organizations towards morally responsible behaviour. Explain the key dimensions of ethics that influence human actions. Discuss how these dimensions shape ethical decision-making in the professional context.
5	2023	<i>Human Values — Great Leaders</i>	What were the major teachings of Guru Nanak? Explain their relevance in the contemporary world.
6	2022	<i>Determinants and Consequences of Ethics</i>	It is believed that adherence to ethics in human actions ensures smooth functioning of an organisation/system. What does ethics seek to promote in human life? How do ethical values assist in the resolution of conflicts faced in day-to-day functioning? (150 words)
7	2022	<i>Determinants and Consequences of Ethics</i>	Online methodology is being used for day-to-day meetings, institutional approvals, teaching and learning, and even telemedicine. No doubt it has advantages and disadvantages. Describe and discuss the ethical issues involved in the use of online method particularly for the vulnerable sections of society. (150 words)
8	2021	<i>Determinants and Consequences of Ethics</i>	Impact of digital technology as a reliable source of input for rational decision-making is a debatable issue. Critically evaluate with a suitable example.
9	2021	<i>Ethics in Private and Public Relationships</i>	"Integrity is a value that empowers the human being." Justify with a suitable illustration.
10	2020	<i>Determinants and Consequences of Ethics</i>	Discuss the role of ethics and values in enhancing the following three major components of Comprehensive National Power (CNP): human capital, soft power (culture and policies) and social harmony. (150 words)

S.No	Year	Sub-Theme	Question
11	2020	<i>Role of Educational Institutions</i>	"Education is not an injunction, it is an effective and pervasive tool for all-round development of an individual and social transformation." Examine the National Education Policy, 2020 in light of the above statement. (150 words)
12	2020	<i>Human Values — Great Leaders</i>	What are the main factors responsible for gender inequality in India? Discuss the contribution of Savitribai Phule in this regard. (150 words)
13	2020	<i>Determinants and Consequences of Ethics</i>	The current internet expansion has instilled a different set of cultural values which are often in conflict with traditional values. Discuss. (150 words)
14	2019	<i>Ethics in Private and Public Relationships</i>	What are the basic principles of public life? Illustrate any three of these with suitable examples.
15	2019	<i>Ethics in Private and Public Relationships</i>	What is meant by 'crisis of conscience'? How does it manifest itself in the public domain?
16	2017	<i>Ethics in Private and Public Relationships</i>	The crisis of ethical values in modern times is traced to a narrow perception of the good life. Discuss.
17	2017	<i>Human Values — Great Leaders</i>	Increased national wealth did not result in equitable distribution of its benefits. It has created only some 'enclaves of modernity and prosperity for a small minority at the cost of the majority.' Justify.
18	2017	<i>Ethics in Private and Public Relationships</i>	Without commonly shared and widely entrenched moral values and obligations, neither the law, nor democratic government, nor even the market economy will function properly. What do you understand by this statement? Explain with illustration in contemporary times.
19	2016	<i>Ethics in Private and Public Relationships</i>	"Max Weber said that it is not wise to apply to public administration the sort of moral and ethical norms we apply to matters of personal conscience. It is important to realise that the state bureaucracy might possess its own independent bureaucratic morality." Critically analyse.

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20	2016	<i>Ethics in Private and Public Relationships</i>	Explain how ethics contributes to social and human well-being.
21	2015	<i>Essence and Dimensions of Ethics</i>	(a) What is meant by 'environmental ethics'? Why is it important to study? Discuss any one environmental issue from the viewpoint of environmental ethics. (b) Differentiate between: 1. Law and Ethics 2. Ethical management and Management of ethics 3. Discrimination and Preferential treatment.
22	2015	<i>Ethics in Private and Public Relationships</i>	Differentiate between Personal ethics and Professional ethics.
23	2015	<i>Human Values — Great Leaders</i>	"Social values are more important than economic values." Discuss the above statement with examples in the context of inclusive growth of a nation.
24	2014	<i>Determinants and Consequences of Ethics</i>	The current society is plagued with widespread trust-deficit. What are the consequences of this situation for personal well-being and for societal well-being? What can you do at the personal level to make yourself trustworthy?
25	2014	<i>Ethics in Private and Public Relationships</i>	We are witnessing increasing instances of sexual violence against women in the country. Despite existing legal provisions against it, the number of such incidences is on the rise. Suggest some innovative measures to tackle this menace.
26	2014	<i>Human Values — Great Leaders</i>	In the context of defence services, 'patriotism' demands readiness to even lay down one's life in protecting the nation. According to you, what does patriotism imply in everyday civil life? Explain with illustrations and justify your answer.
27	2014	<i>Determinants and Consequences of Ethics</i>	What do you understand by 'Values' and 'Ethics'? In what way is it important to be ethical along with being professionally competent?
28	2014	<i>Ethics in Private and</i>	What is meant by 'crisis of conscience'? Narrate one incident in your life when you were faced with such a crisis and how you resolved the same.

S.No	Year	Sub-Theme	Question
		<i>Public Relationships</i>	
29	2014	<i>Ethics in Private and Public Relationships</i>	The good of an individual is contained in the good of all. What do you understand by this statement? How can this principle be implemented in public life?
30	2014	<i>Ethics in Private and Public Relationships</i>	All human beings aspire for happiness. Do you agree? What does happiness mean to you? Explain with examples.
31	2014	<i>Human Values – Great Leaders</i>	Which eminent personality has inspired you the most in the context of ethical conduct in life? Give the gist of his/her teachings with specific examples. Describe how you have been able to apply these teachings for your own ethical development.
32	2014	<i>Ethics in Private and Public Relationships</i>	What does ethics seek to promote in human life? Why is it all the more important in public administration?
33	2013	<i>Ethics in Private and Public Relationships</i>	Some people feel that values keep changing with time and situation, while others strongly believe that there are certain universal and eternal human values. Give your perception in this regard with due justification.

Theme 7 – Attitude

S.No	Year	Sub-Theme	Question
1	2022	<i>Attitude and Social Influence</i>	The Rules and Regulations provided to all civil servants are the same, yet there is a difference in performance. Positive-minded officers interpret Rules in favour of the case and achieve success, whereas negative-minded officers do not. Discuss with illustrations. (150 words)
2	2021	<i>Attitude and Social Influence</i>	Attitude is an important component that goes as input in the development of a human being. How to build a suitable attitude needed for a public servant?

S.No	Year	Sub-Theme	Question
3	2020	<i>Attitude and Social Influence</i>	A positive attitude is considered to be an essential characteristic of a civil servant who is often required to function under extreme stress. What contributes to a positive attitude in a person? (150 words)
4	2017	<i>Moral and Political Attitudes</i>	Young people with ethical conduct are not willing to come forward to join active politics. Suggest steps to motivate them to come forward.
5	2016	<i>Attitude and Social Influence</i>	Our attitudes towards life, work, other people and society are generally shaped unconsciously by the family and social surroundings in which we grow up. Some of these unconsciously acquired attitudes and values are often undesirable in the citizens of a modern democratic and egalitarian society. (a) Discuss such undesirable values prevalent in today's educated Indians. (b) How can such undesirable attitudes be changed and socio-ethical values cultivated in aspiring and serving civil servants?
6	2016	<i>Social Influence and Persuasion</i>	How could social influence and persuasion contribute to the success of Swachh Bharat Abhiyan?
7	2015	<i>Attitude and Social Influence</i>	Two different kinds of attitudes exhibited by public servants towards their work have been identified as the bureaucratic attitude and the democratic attitude. (a) Distinguish between these two terms and write their merits and demerits. (b) Is it possible to balance the two to create better administration for faster development?
8	2014	<i>Attitude and Social Influence</i>	What factors affect the formation of a person's attitude towards social problems? What contrasting attitudes do you notice about the caste system in our society? How do you explain the existence of these contrasting attitudes?

Theme 8 – Conflict of Interest and Conflict in Administration

S.N	Year	Sub-Theme	Question
1	2018	<i>Conflict of Interest in Government</i>	What is meant by conflict of interest? Illustrate with examples the difference between actual and potential conflicts of interest.

S.N	Year	Sub-Theme	Question
2	2017	<i>Conflict in Administration</i>	Conflict of interest in the public sector arises when (a) official duties, (b) public interest, and (c) personal interest are taking priority one above the other. How can this conflict in administration be resolved? Describe with an example.
3	2015	<i>Conflict of Interest in Government</i>	Public servants are likely to confront the issues of 'Conflict of Interest'. What do you understand by the term 'Conflict of Interest' and how does it manifest in the decision-making by public servants? If faced with a conflict of interest situation, how would you resolve it? Explain with the help of examples.

Case Studies – Ethics and Human Interface

S.No	Year	Question
1	2025	In line with the Directive Principles, the district administration proposed clearing a portion of forest land to develop housing for the homeless and economically weaker sections. However, the proposed land is an ecologically sensitive zone with age-old trees, medicinal plants, vital biodiversity, and tribal livelihoods. (a) Can deforestation be ethically justified in the pursuit of social welfare objectives like housing for the homeless? (b) What are the socio-economic, administrative and ethical challenges in balancing environmental conservation with human development? (c) What substantial alternatives or policy interventions can be proposed to ensure both environmental integrity and human dignity are protected?
2	2023	A bank colleague reveals that her father's heart surgery costing Rs. 10 lakh was paid by the bank manager who released funds from a dormant account, to be repaid in instalments. She has already started repaying it. (a) What are the ethical issues involved? (b) Evaluate the behaviour of the bank manager from an ethical point of view. (c) How would you react to the situation?
3	2023	A landslide struck a remote mountain hamlet near Uttarkashi. As District Magistrate at the rescue site, you are confronted with a pregnant woman needing immediate blood transfusion. Your medical team is divided; doctors are ready to facilitate delivery only if not penalised for the transfusion. (a) What are the ethical issues involved? (b) Evaluate the options available to you as District Magistrate.

S.No	Year	Question
4	2023	Rashika, a Joint Secretary, is called at 9:30 pm on a Saturday by her superior to prepare a detailed note for a Monday meeting. Her husband travels frequently, leaving two young children with a domestic helper. She feels she has not done justice to her family. (a) Discuss the ethical issues involved. (b) Briefly describe at least four laws enacted to provide a healthy, safe and equitable working environment for women. (c) What suggestions would you make to mitigate such working conditions?
5	2023	As Additional Director General of CPWD, you discover that the Chief Architect is passive-aggressively harassing a newly joined lady architect, Seema (trained at Manchester), whose constructive suggestions have made him insecure. Seema is losing confidence and contemplating resignation. (a) What are the ethical issues involved? (b) What options are available to complete the project and retain Seema? (c) What would be your response to Seema's predicament? What measures would you institute to prevent such occurrences?
6	2023	Your 11-year-old son is being bullied in school and on WhatsApp. A video caricaturing him goes viral. When you capture video of the perpetrators at a sports event, a counter-video falsely accuses you of physically bullying children. (a) Discuss the ethical issues involved in the use of social media based on this case. (b) Discuss the pros and cons of using social media to counter the fake propaganda against your family.
7	2020	Rampura is a remote tribal district marked by extreme backwardness. Minor girls are being sent to work in Bt Cotton farms in a nearby state by labour contractors; living and working conditions there are causing serious health issues. NGOs appear compromised. You are appointed as the District Collector of Rampura. Identify the ethical issues involved. What specific steps will you initiate to ameliorate the conditions of minor girls and improve the overall economic scenario in the district? (250 words)
8	2020	As municipal commissioner of a large city, you find that a mall under construction suffered a roof collapse killing four labourers including two minors. Preliminary enquiry reveals: poor quality materials, illegal encroachment on green belt and slip road, and permission granted by your predecessor who is your senior and personal friend. Colleagues pressure you to go slow; the builder offers you a fortune to hush up the matter. Discuss the ethical issues involved. What are the options available to you? Explain your selected course of action. (250 words)
9	2020	On announcement of the nationwide lockdown, a very large number of migrant workers began moving back to their native villages on foot. Non-availability of transport, fear of starvation, and inability to harvest the rabi crop accentuated their mental agony. In your opinion, what ethical issues arose in the migrant crisis? What do you understand by an ethical

S.No	Year	Question
		care-giving state? What assistance can civil society render to mitigate the sufferings of migrants in similar situations? (250 words)
10	2018	Rakesh is a district-level officer entrusted with identifying beneficiaries under a health care scheme for senior citizens with criteria including age ≥ 60 , belonging to a reserved community, family income $< \text{Rs. } 1 \text{ lakh}$, and high post-treatment prognosis. An old couple meets all criteria except the reserved community criterion, yet any financial aid would significantly improve their quality of life. How should Rakesh respond to the situation? (250 words)
11	2017	You are aspiring to become an IAS officer and have cleared all stages including the personal interview round. On the day of the interview, on the way to the venue, you saw an accident in which a mother and child who happen to be your relatives were badly injured and needed immediate help. What would you have done in such a situation? Justify your action.
12	2016	You are an officer in charge of a social service scheme to provide support to old and destitute women. An old, illiterate woman comes to avail benefits but has no documents to prove eligibility. Your enquiries show she is genuinely destitute. Putting her under the scheme without documents would violate rules; denying her support would be cruel. (a) Can you think of a rational way to resolve this dilemma? (b) Give your reasons for it.
13	2016	You are a young government employee working as assistant to the director. While visiting his home for urgent work, you overhear shouting noises and later confirm that your boss physically abuses his wife. Analyse each of the following options with its consequences: (a) Ignore, as it is their personal matter. (b) Report to the appropriate authority. (c) Your own innovative approach towards the situation.
14	2015	You are recently posted as district development officer of a district where there is considerable tension over sending girls to schools. Village elders feel education is causing problems. An incident of molestation of girls en route to school leads to clashes. Elders have jointly decided to ban girls from schooling and threaten social boycott. (a) What steps would you take to ensure girls' safety without disrupting their education? (b) How would you manage and mould the patriarchal attitude of the village elders to ensure harmony in intergenerational relations?

S.No.	Year	Question
15	2025	You are the Sarpanch of a Panchayat. A new cook appointed in the school is from the Dalit community; half the children from higher castes are not allowed to take midday meals by their parents, sharply reducing attendance and threatening closure of the school. (a) Discuss feasible strategies to overcome the conflict and create the right ambience. (b) What should be the responsibilities of different social segments and agencies to create a positive social ambience for accepting such changes?
16	2014	Rural-to-urban migration is increasing drastically, causing unmanageable problems in both rural and urban areas. Analyse the socio-economic, emotional and attitudinal factors responsible, and explain why (a) educated rural youth shift to cities; (b) landless poor migrate to urban slums; (c) even some farmers sell land and take up petty urban jobs. Suggest feasible steps to control this problem.
17	2014	There is an increasing conflict between developmental activity and environmental quality. It is neither feasible to stop development nor advisable to keep degrading the environment. Discuss feasible strategies to eliminate this conflict and lead to sustainable development.
18	2013	On visiting a firecracker unit at Sivakasi, you find 10-15 children below 14 years working. The owner claims they are all relatives; the children smirk and neither party can establish the relationship satisfactorily. (a) Bring out and discuss the ethical issues involved. (b) What would be your reaction after the visit?

Theme 2 — Aptitude and Foundational Values for Civil Service

S.No	Year	Question
1	2025	Subash, Secretary PWD, is pressured by his son (a real-estate businessman) to disclose the location of an upcoming mega road project, and by his Minister to favour the Minister's nephew's infrastructure company. (a) Discuss the ethical issues involved. (b) Critically examine the options available to Subash. (c) Which option would be most appropriate and why? (250 words)
2	2014	You are an honest officer newly transferred to head a department notorious for indiscipline. When you issue show-cause notices to ringleaders, they instigate a woman colleague to file a false sexual-harassment complaint against you. Options include: going soft on discipline; ignoring the Commission and proceeding firmly; briefing higher-ups. Evaluate all options and suggest the best course of action.
3	2013	You are heading a leading technical institute. Before an interview panel for professor posts, you receive a call from a senior functionary's PS seeking favour for a relative and linking it to clearance of long-pending modernisation funds. (a) What options are available to you? (b) Evaluate each and choose the option you would adopt, with reasons.

Theme 3 — Civil Service Values and Ethics in Public Administration

S.N o	Year	Question
1	2025	Ashok, Divisional Commissioner on a border district, faces 200-250 civilians (mostly women and children) trying to cross the border during a civil war, including 10 armed soldiers in uniform. He cannot reach the Home Secretary due to poor connectivity. (a) What options are available? (b) What are the ethical and legal dilemmas? (c) Which option is most appropriate and why? (d) What extra precautions should the Border Guarding Police take with armed soldiers?
2	2025	Vijay, Deputy Commissioner of a hilly district, is managing a devastating cloudburst disaster when he receives news that his mother has passed away. He has no close relatives in India. The disaster situation is worsening. (a) What options are available? (b) What are the ethical dilemmas? (c) Critically evaluate each option. (d) Which option would be most appropriate and why?
3	2023	Vinod, an honest IAS officer as MD of the State Road Transport Corporation, receives evidence of the Chairman demanding a bribe for tyre orders. A Board Member (Opposition) asks Vinod to expose the Chairman, hinting at career rewards if his party wins power. (a) Evaluate the options available to Vinod. (b) Comment on ethical issues arising from the politicization of bureaucracy.
4	2022	Rakesh, Joint Commissioner (Transport), must decide on compensation for a bus driver who died after starting a physical altercation on duty, leaving behind a wife and two daughters. The union has been on strike for 10 days. (a) What options are available? (b) Critically examine each. (c) What are the ethical dilemmas? (d) What course of action would Rakesh adopt?

S.N o	Year	Question
5	2020	Amria Plastic Works (APW), set up in underdeveloped Noora village in 2010, generated employment, developed the village, and maintained CSR activities. It also had a minor fire due to excess electricity use (later rectified) and paid all workers during the COVID lockdown. Critically analyse the story of APW and state the ethical issues involved. Is APW a role model for backward-area development? Give reasons. (250 words)
6	2019	In a modern democratic polity, there is growing politicization of bureaucracy – ministers interfering in transfers, upright officers losing respect, and rising materialism eroding ethical values in both executives. What are the consequences of this politicization of bureaucracy? Discuss.
7	2019	There is a need to focus on three areas to internalize integrity and ethics in civil services: (i) anticipating threats to ethical standards; (ii) strengthening ethical competence; (iii) developing administrative processes promoting ethical values. Suggest institutional measures to address each.
8	2019	Civil servants are increasingly being prosecuted and imprisoned for bonafide mistakes – decisions taken without personal benefit or intent to harm. This has rattled the moral fibre of the services. How does this trend affect the functioning of civil services? What measures can ensure honest civil servants are not implicated for bonafide mistakes? Justify.
9	2018	Edward Snowden released confidential government documents on surveillance programmes to the press. Many say he violated the Espionage Act; Snowden argued a moral duty to inform the

S.No	Year	Question
		public. Do you agree his actions were ethically justified even if legally prohibited? Weigh the competing values. (250 words)
10	2017	As an honest and responsible civil servant, examine these four common perceptions: (a) Adhering to ethics causes personal and family difficulties; unfair practices help career. (b) A small ethical minority makes no difference. (c) Sticking to ethics is detrimental to developmental goals. (d) Giving and accepting small gifts makes the system more efficient. Examine each with merits and demerits.
11	2013	A PIO discovers that an RTI application pertains to his own past decisions that were not altogether right. Disclosure may lead to disciplinary action. Evaluate the merits and demerits of the following options: (i) Referring to a superior and acting accordingly; (ii) Proceeding on leave or requesting transfer; (iii) Weighing consequences and replying to protect his career with little compromise; (iv) Consulting colleague-parties and acting on their advice. Also indicate your own advice with reasons.

Theme 4 – Conflict of Interest and Conflict in Administration

S.No	Year	Question
1	2018	You are newly appointed SP in a district notorious for illicit liquor distillation that causes deaths and disorder. The area is economically and educationally backward. Past raids had only

S.No	Year	Question
		limited impact. Which new approach will you adopt to bring the problem under control? (250 words)
2	2018	As a senior Ministry officer, you have access to a mega road project before its public announcement. Your Minister insists you realign the road to benefit his farmhouse and offers to arrange land purchase in your wife's name. Realignment would displace farmers, increase government burden, and cause deforestation. What will you do? Critically examine the conflicts of interest and your responsibilities as a public servant. (250 words)
3	2017	You are the manager of spare-parts company A. After dinner with the manager of company B (a critical negotiation), his car hits a motorcyclist badly. You are the sole eyewitness. Your honest account will lead to his prosecution and likely jeopardise the deal. What are the dilemmas you face? What will be your response?
4	2015	A scientist in a pharmaceutical company's R&D lab discovers that a best-selling veterinary drug has potential to cure an incurable liver disease prevalent in tribal areas. Developing a human variant would cost Rs. 50 crores with little market recovery. If you were the CEO, (a) identify the various actions you could take; (b) evaluate the pros and cons of each action.
5	2013	You are Executive Director of an Infotech company. Mr. A, a star marketing performer who doubled revenues, has been making loose comments, sending indecent SMSes, and has physically harassed Mrs. X, who has resigned in protest. (a)

S.No	Year	Question
		What options are available to you? (b) Evaluate each and choose the option you would adopt, with reasons.
6	2013	You are Executive Engineer in a Municipal Corporation overseeing flyover construction. During a surprise inspection you find serious deviations likely to affect safety. The Chief Engineer says it is minor and asks you to ignore it and expedite. Public pressure for timely completion is high. Evaluate the options: (i) Follow Chief Engineer's advice; (ii) Make an exhaustive report and seek written orders; (iii) Issue correction orders to Junior Engineers and contractor; (iv) Escalate to superiors above the Chief Engineer; (v) Seek transfer. Suggest the best course of action with reasons.

Theme 5 – Emotional Intelligence

S.No	Year	Question
1	2019	You are heading rescue operations in a severe natural calamity zone. Rescue is disrupted by rains; locals heckle and assault team members; one is severely injured. Some team members want to call off the operations. What will be your response? Examine the qualities of a public servant required to manage the situation.

Theme 6 – Probity in Governance

S.N	Year	Question
1	2025	You are appointed Administrator In-charge of a district with authority over MGNREGA works. You notice your predecessor mismanaged the programme: money not disbursed to actual job-seekers; muster rolls not maintained; payments to fictitious persons; siphoning of funds; approved works that never existed. (a) What is your reaction and how do you restore proper functioning? (b) What actions would you initiate to solve these issues? (c) How would you deal with the situation?
2	2025	Rajesh, a Group A Administrative Officer in an Oil PSU, is asked by his reporting officer to procure computer stationery worth Rs. 35 lakhs from a specific vendor, exceeding his delegated financial power of Rs. 30 lakhs. The common office practice is to split the order illegally. Not doing so may affect his ACR. (a) What options are available? (b) What are the ethical issues? (c) Which option is most appropriate and why?
3	2022	Prabhat, VP (Marketing) of a struggling MNC under immense personal financial pressure, is visited by a candidate (recommended by the Defence Ministry) who offers to provide rival company's confidential bid documents in exchange for employment. If accepted, Prabhat's company can win a Defence Ministry contract. (a) Discuss the ethical issues. (b) Critically examine the options available. (c) Which option is most appropriate and why? (250 words)
4	2022	Ramesh, a State Civil Services Officer posted as Director (Home), submits a comprehensive report on illegal migration and document forgery in a border State. His Additional Home Secretary orders him to withdraw the report, threatening loss of the prestigious posting and blocking of his promotion. (a) What

S.N	Year	Question
		options are available? (b) Which option should he adopt and why? (c) Critically evaluate each option. (d) What are the ethical dilemmas? (e) Suggest policy measures to combat illegal infiltration.
5	2022	Ashok, an investigative journalist, exposes a complete stone-mafia nexus involving corrupt police, civil officials, and a local MLA who is close to the Chief Minister. His CMD asks him to suppress the story, citing the MLA's share in the channel, and offers career rewards plus soft-loan adjustment. (a) What options are available? (b) Critically evaluate each. (c) What are the ethical dilemmas? (d) Which option is most appropriate and why? (e) What training would you suggest for police officers in such districts? (250 words)
6	2022	You are a member of an Inspecting Team in a shoe company. A large consignment rejected by European buyers is being cleared for the domestic market at management's insistence despite glaring quality defects. Other team members have signed off. Management threatens termination if you refuse. (a) What options are available? (b) Critically evaluate each. (c) What option would you adopt and why? (d) What are the ethical dilemmas? (e) What are the consequences of overlooking the team's observations?
7	2022	As officer heading a section in the Environment Pollution Control Board, you notice majority of industries are violating environmental compliance. You issue notices for fresh clearance certificates. You face hostility from industrialists, politicians, workers, and labour unions, and start receiving threats. Colleagues and NGOs support you. (a) What options are

S.N	Year	Question
		available? (b) Critically examine each. (c) What mechanism would you suggest to ensure environmental compliance? (d) What are the ethical dilemmas?
8	2021	Sunil, a young civil servant posted in a tribal district notorious for illegal sand mining, conducts raids against the mafia. The mafia retaliates by threatening him and placing his family under surveillance. A musclemans threatens him directly and references the killing of a predecessor. Identify options available to Sunil. Critically evaluate each. Which option would be most appropriate and why?
9	2021	You are Vice Principal of a college expecting promotion as Principal. During annual exams, the flying squad catches two students involved in unfair means with help from a senior lecturer close to management. The students are sons of an influential politician and a major donor. Management pressures you to resolve it at any cost. A student union protests outside demanding strict action. Discuss the ethical issues. Critically examine the options. What option would you adopt and why?
10	2021	You are project manager of a state elevated corridor to be inaugurated before elections. An inspecting team finds a crack in a pier suggesting at least three piers need to be demolished and rebuilt, delaying the project by 4-6 months. The Chief Engineer overrules this and asks you to proceed; the contractor is a relative of the Minister. What options are available? What are the ethical dilemmas? What are the professional challenges and their solutions? What are the consequences of overlooking the inspecting team's observation?

S.N	Year	Question
11	2021	You are a hospital administrator during the COVID-19 pandemic. Patients are pouring in daily; the disease is highly infectious and resources are limited. What are your criteria and justification for deploying clinical and non-clinical staff? Would your justification change if yours were a private hospital instead of a public one?
12	2021	A reputed food company sold rejected export products in the domestic market in variance with approval from the competent authority. This adversely affected its reputation and profitability. (a) What action should the competent authority take against the company? (b) What course of action is available to the company to resolve the crisis and restore its reputation? Examine the ethical dilemma involved.
13	2021	Pawan, a state government officer, is transferred to a new office where his senior officer systematically belittles him in meetings, ignores his suggestions, humiliates him publicly, and causes severe stress that spills into his family life. What options are available to Pawan? What approach should he adopt? As an outsider, what suggestions would you make to both the boss and the subordinate? What type of training would you suggest for various levels in government offices?
14	2020	Rajesh Kumar, Head of Budget Division (Finance Ministry), discovers that re-appropriation of Rs. 6000 crores from the National Housing Scheme (NHS) — a welfare scheme for the weaker sections — is being proposed to fund an SEZ and a gas processing plant. Diverting NHS funds will delay the scheme; not diverting will cause financial loss and international embarrassment. (a) Discuss the ethical issues involved in

S.N	Year	Question
		re-appropriation of funds from a welfare project to development projects. (b) Discuss the options available to Rajesh Kumar. Is resigning a worthy option? (250 words)
15	2020	As Chairman of Bharat Missiles Ltd (BML), a call from the Defence Ministry proposes exporting anti-tank guided missiles to a friendly foreign country. The Defence Minister has publicly stated he aims to double weapons exports in five years. As Chairman, (a) What are the ethical issues involved in arms trade for a responsible nation like India? (b) List five ethical factors that would influence the decision to sell arms to foreign governments. (250 words)
16	2019	An apparel company's marketing executive who increased sales is accused of sexual harassment by a woman employee. The company is indifferent; she files an FIR. The company then calls her for negotiation, offers money to withdraw the complaint and the FIR, and asks her to give in writing that the executive is not involved. Identify the ethical issues. What options are available to the woman employee?
17	2019	In a frontier district, narcotics menace has resulted in money laundering, poppy farming, arms smuggling, and near-collapse of education. Local politicians and senior police officers reportedly patronise the drug mafia. You are appointed as Superintendent of Police to restore normalcy. Identify the various dimensions of the crisis and suggest measures to deal with it.
18	2018	A big chemical company, set up near a city despite environmental objections, has for 10 years polluted land, water

S.N	Year	Question
		and crops and caused serious health problems. Thousands protested and the state government ordered closure. The closure rendered workers and ancillary-unit employees unemployed. As a senior officer entrusted with handling this issue, how will you address it? (250 words)
19	2018	Dr X, a leading doctor, plans a super-speciality hospital for a neglected region through a charitable trust. During a tax inspection, officers find major substantive irregularities (which Dr X agrees to pay immediately) and purely technical deficiencies. Pursuing the technical defaults will consume time and likely prevent the hospital from being established. As head of the tax agency, which course of action will you opt and why? (250 words)
20	2017	A building permitted for three floors illegally extended to six floors collapses, killing migrant labourers including women and children. The government announces cash relief and arrests the builder. Give reasons for such incidents across the country. Suggest measures to prevent their recurrence.
21	2017	As a PIO, you observe two types of RTI misuse: citizens filing applications on behalf of vested interests, and RTI activists extorting money from decision-makers. Both adversely affect administration and jeopardise genuine applications. What measures would you suggest to separate genuine from non-genuine applications? Give merits and demerits of your suggestions.
22	2017	You are head of Human Resources. A worker died on duty after being found drunk; the company denied compensation.

S.N	Year	Question
		Workers went on strike demanding compensation and employment for a family member. The Chairman wants your recommendation. What recommendation would you provide? Discuss the merits and demerits.
23	2016	ABC Ltd. plans a new plant in underdeveloped Vikaspuri using energy-efficient technology eligible for a government tax holiday. However, the plant may increase the cost of living, cause in-migration, and disturb the social order. Residents protest and approach the judiciary. (a) Identify the issues involved. (b) What can be suggested to satisfy the company's goals while addressing residents' concerns?
24	2016	Saraswati, an IT professional who returned to India to set up a rural school through an NGO, encountered confusing procedures, callous officials, and constant demands for bribes. What measures can ensure due government control is exercised without thwarting honest NGO efforts?
25	2016	A fresh engineering graduate discovers her employer is secretly discharging toxic waste into a nearby river, causing health problems for villagers. Her colleagues advise silence on pain of dismissal; she is the sole breadwinner. She seeks your advice. (a) What arguments can you advance to show that keeping quiet is not morally right? (b) What course of action would you advise her to adopt and why?
26	2016	Land for mining, dams, and large-scale projects is acquired mostly from Adivasis, hill dwellers and rural communities, displacing them with inadequate compensation and pushing them into low-paid migrant labour. Suppose you are tasked

S.N	Year	Question
		with drafting a better compensation-cum-rehabilitation policy. How would you approach the problem and what would be its main elements?
27	2015	A cloudburst has trapped more than 100,000 pilgrims, tourists and locals in a disaster-prone state. People trapped include senior citizens, hospital patients, women, children, hikers, tourists, the ruling party's regional president with family, an Additional Chief Secretary from a neighbouring state, and prisoners in jail. As a civil services officer, what would be the order in which you would rescue these people and why? Give justifications.
28	2015	You are heading a district department. On visiting a plot acquired for a school building, you discover it is part of a heritage fort, inconveniently located for children, with high development charges. The Sarpanch at the time of acquisition was a relative of your predecessor. (a) List the likely vested interests of concerned parties. (b) Evaluate the options available and suggest the best course of action.
29	2015	A private company employing 700 workers (no union) is gate-crashed by 40 political party workers demanding jobs. Employees are demoralized. (a) As CEO, what would you do to diffuse the situation immediately? (b) What could be the long-term solution? (c) Analyse the consequences of each suggested action on yourself, the employees, and the company's performance.
30	2014	You are CEO of a company manufacturing specialized electronic equipment. Your bid is better in quality and cost than

S.N	Year	Question
		competitors. Yet the concerned government officer demands a hefty bribe to approve the tender. Not getting the order may close a production line. (i) Advance valid arguments for and against paying the bribe. (ii) Is there a better third way? Outline its main elements and merits.
31	2014	Rameshwar, a newly joined civil servant, finds malpractices: misappropriation of scheme funds, use of official facilities for personal needs, and cheating in recruitment exams. His seniors advise him to ignore it all. He comes to you for advice. Indicate the options available and how you would help him evaluate and choose the most appropriate path.
32	2014	A close friend aspiring for civil services raises four arguments: (a) Being ethical in an unethical environment harms one's career. (b) A small ethical minority makes no difference. (c) Ethical conduct hampers economic progress. (d) Small gratifications and favours make the system more efficient. Critically analyse these viewpoints. What advice would you give your friend?
33	2013	As a senior Finance Ministry officer, your immediate superior asks you to disclose confidential policy decisions about to be announced — likely to cause a big spurt in housing and construction — to a builder close to him. (a) What options are available? (b) Evaluate each and choose the option you would adopt, with reasons.