

Ethics, integrity, and aptitude

(Notes Compiled by G Srinivas)

Syllabus

This paper includes questions to check the **candidate's' attitude** and **approach to issues** relating to integrity, probity in public life and his/her **problem solving approach** to various issues and conflicts faced by him/her while dealing with society. Questions may utilise the case study approach to determine these aspects and covers area:

- Ethics and Human Interface- Essence, determinants and consequences of Ethics in human actions; dimensions of ethics; ethics in private and public relationships
- Human Values- lessons from the lives and teachings of great leaders, reformers and administrators; role of family, society and educational institutions in inculcating values
- Attitude- content, structure, function; its influence and relation with thought and behaviour; moral and political attitudes; social influence and persuasion
- Aptitude and foundational values for Civil Service, integrity, impartiality and non-partisanship, objectivity, dedication to public service, empathy, tolerance and compassion towards the weaker-sections
- Emotional intelligence-concepts, and their utilities and application in administration and governance
- Contributions of moral thinkers and philosophers from India and world
- Public/Civil service values and Ethics in Public administration- Status and problems; ethical concerns and dilemmas in government and private institutions; laws, rules, regulations and conscience as sources of ethical guidance; accountability and ethical governance; strengthening of ethical and moral values in governance; ethical issues in international relations and funding; corporate governance
- Probity in Governance- Concept of public service; Philosophical basis of governance and probity; Information; sharing and transparency in government, Right to Information, Codes of Ethics, Codes of Conduct, Citizen's Charters, Work culture, Quality of service delivery, Utilization of public funds, challenges of corruption
- Case Studies on above issues.

Index

1. Conscience – 3
2. Essence of ethics – 4
3. Determinants and Consequences of Ethics -9
4. Dimensions of ethics - 11
5. Thinkers and Philosophers - 14
6. People's Officers - 19
7. Ethics in Public and Private Relationships - 22
8. Ethical dilemma - 26
9. Values, Ethics and Law - 30
10. Attitude - 35
11. Integrity - 46
12. Compassion and Tolerance towards weaker Section - 51
13. Emotional Intelligence – 56
14. Impartiality, Nonpartisanship and Objectivity - 63
15. Dedication - 65
16. Foundational Values for Civil Servants - 66
17. Civil Service Codes – 69
18. Aptitude - 72
19. Philosophical basis of governance – 75
20. Transparency and Accountability - 77
21. Citizen charter - 81
22. Work culture - 83
23. Utilization of public fund - 84
24. Quality of service delivery - 85
25. Challenges of Corruption - 87
26. Strengthening of ethical and moral values in governance - 91
27. Ethics in Public Administration - 92
28. Probity in governance - 96
29. Concept of Public Service - 96
30. Corporate governance - 98
31. Ethics in International Relations – 101
32. Human Values – 104
33. Ethics in Governance (Second ARC) - 108
34. Previous Year Questions- 133

Conscience

- Moral sense of right or wrong; it is inner light
- There is a higher court than the court of justice; that is the court of conscience. It supersedes all other codes.
- **Voice of conscience** – it is inner voice. It guides us when we are in moral struggle.
- We must not act in haste; rather we must reflect on our decision and evaluate why something is right or wrong. This evaluation is known as **moral reasoning**
- Right decision may involve adverse consequences like threat to life, transfers, losing job, false complaints etc. It needs courage to take right decisions; this courage is known as **moral courage**.
- If we have done something, which we know it as morally wrong it leads to the feel of guilt. This guilty feeling is known as **crisis of conscience**.
- Conscience is a great ledger where our offences are booked and registered. It is a terrible witness.
- It threatens, promises, rewards, and punishes, keeping all under its control.
- If conscience stings once, it is a caution, if twice, it is a condemnation.
- Cowardice asks, "Is it safe?" Greed asks, "Is there any gain in it?" Vanity asks, "Can I become great?" Lust asks, "Is there pleasure in it?" But conscience asks, "Is it right?" Why have we become deaf to its voice? Insensitive to its pricks? Callous to its criticism?
- Corruption is an assault on consciousness. The habit of taking bribes and seeking favours has become very common.
- It is a painful reality that corruption has become a way of life affecting all aspects of living, personal as well as social.
- A virtuous man alone can use the instrument of conscience. He alone can hear the inner voice of the soul clearly.
- In a wicked man this faculty is dead. The sensitive nature of his conscience has been destroyed by sin or corruption. Hence he is unable to discriminate right from wrong.
- If you do wrong actions and sinful deeds and treat them lightly today, you will not hesitate to perform serious crimes tomorrow. Your conscience will become blunt and lose its sensitivity. The habit of doing evil deeds will pervade the whole body like the poison of a scorpion.
- Do you know when you are corrupt, your children who are indeed enjoying the fruits of your corruption are mocking at you? After all they are well informed and knowledgeable. Your parental mask is too thin to hide the contempt of your children. You are no more the role model of your own children.

Can you try this?

1. *What do you understand by the term 'voice of conscience'? How do you prepare yourself to heed to the voice of conscience? (10 marks/ 150 words)*
2. *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. (10 marks/ 150 words)*

Essence of ethics

What is ethics?

- At its simplest, ethics is a system of moral principles. They affect how people make decisions and lead their lives.
- Ethics is concerned with what is good for individuals and society and is also described as moral philosophy.
- The term is derived from the Greek word ethos which can mean custom, habit, character or disposition.

Ethics tries to answer the following dilemmas:

- How to live a good life?
- What are our rights and responsibilities?
- The language of right and wrong
- Moral decisions - what is good and bad?

What is the use of studying ethics?

- Ethics needs to provide answers. If ethical theories are to be useful in practice, they need to affect the way human beings behave.
- Some philosophers think that ethics does do this. They argue that if a person realises that it would be morally good to do something then it would be irrational for that person not to do it.
- But human beings often behave irrationally - they follow their 'gut instinct' even when their head suggests a different course of action
- However, ethics does provide good tools for thinking about moral issues.

Ethics can provide a moral map

- Most moral issues get us pretty worked up - think of abortion and euthanasia for starters. Because these are such emotional issues we often let our hearts do the arguing while our brains just go with the flow.
- But there's another way of tackling these issues, and that's where philosophers can come in - they offer us ethical rules and principles that enable us to take a cooler view of moral problems.
- So ethics provides us with a moral map, a framework that we can use to find our way through difficult issues

Ethics doesn't give right answers

- Ethics doesn't always show the right answer to moral problems.
- Indeed more and more people think that for many ethical issues there isn't a single right answer - just a set of principles that can be applied to particular cases to give those involved some clear choices.
- It's up to each individual to come to their own conclusions.

Ethics can give several answers

- Many people want there to be a single right answer to ethical questions. They find moral ambiguity hard to live with because they genuinely want to do the 'right' thing, and even if they can't work out what that right thing is, they like the idea that 'somewhere' there is one right answer.
- But often there isn't one right answer - there may be several right answers, or just some least worst answers - and the individual must choose between them.
- For others moral ambiguity is difficult because it forces them to take responsibility for their own choices and actions, rather than falling back on convenient rules and customs.

Ethics is about the 'other'

- At the heart of ethics is a concern about something or someone other than ourselves and our own desires and self-interest.
- Ethics is concerned with other people's interests, with the interests of society, with God's interests, with "ultimate goods", and so on.
- So when a person 'thinks ethically' they are giving at least some thought to something beyond themselves.

Ethics as source of group strength

- One problem with ethics is the way it's often used as a weapon.
- If a group believes that a particular activity is "wrong" it can then use morality as the justification for attacking those who practice that activity.
- When people do this, they often see those who they regard as immoral as in some way less human or deserving of respect than themselves; sometimes with tragic consequences.

Eg – Cow vigilantism; Lover's day celebration etc.

Can Ethics provide conclusions?

- Even philosophers are less sure that it's possible to devise a satisfactory and complete theory of ethics - at least not one that leads to conclusions.
- The role of ethics is limited to clarifying 'what's at stake' in particular ethical problems.
- Philosophy can help identify the range of ethical methods, conversations and value systems that can be applied to a particular problem. But after these things have been made clear, each person must make their own individual decision as to what to do, and then react appropriately to the consequences.

Where does ethics come from?

Philosophers have several answers to this question:

- God and religion
- Human conscience and intuition
- a rational moral cost-benefit analysis of actions and their effects
- the example of good human beings
- a desire for the best for people in each unique situation
- political power

Supernaturalism vs Consequentialism vs Deontology

- Supernaturalism makes ethics inseparable from religion. It teaches that the only source of moral rules is God. So, something is good because God says it is, and the way to lead a good life is to do what God wants.
- Consequentialism - This is the ethical theory that most non-religious people think they use every day. It bases morality on the consequences of human actions and not on the actions themselves. Consequentialism teaches that people should do whatever produces the greatest amount of good consequences.
- Non-consequentialism or deontological ethics - It teaches that some acts are right or wrong in themselves, whatever the consequences, and people should act accordingly.

Moral absolutism vs Moral relativism

- Moral absolutism - Some people think there are such universal rules that apply to everyone. This sort of thinking is called moral absolutism. Eg - Declaration of Human Rights; Religious views
- Moral relativism - Moral relativists say that if you look at different cultures or different periods in history you'll find that they have different moral rules. Therefore it makes sense to say that "good" refers to the things that a particular group of people approve of.

What is good or bad?

Expectations

- There is no one absolutely good or evil
- (pass/fail depends on minimum percentage)
- If our expectations are low, we find the people mostly good
- If our expectations are high, we find the people mostly bad

Subjective

- Our concepts of good and bad depends on what we are
- A poor sees the world differently than the rich
- A powerful person's concept of good and bad is different than that of powerless person
- An educated person perceives the world differently than an uneducated person
- A man understand the world differently than woman

Situations

- Human beings inherently desire to be good; they fall victims of situations sometimes and commit evil acts.
- In desperate saturations, even the best person can commit crimes
- An ill person can be cured with proper treatment; a bad person can become good in due time
- Every saint has a past and every sinner has a future – Oscar Wilde
- Hate the sin, but not the sinner – Mahatma Gandhi

Ethics and morals

- Morality pertains to the individual's choice of right and wrong
- Ethics pertains to the society's perspective of right and wrong
- Morals define personal character; Ethics define a social system

Ethical literacy

- Understanding complex ethical issues.
- Knowing the consequences of actions.

Ethical competence

- Knowledge of ethical principles.
- Aware of professional code of ethics.
- As a citizen aware of constitutional principles.

- Respect and follow the public law.
- Embrace and promote ethical behaviour at workplace.
- Refuse to do something unethical.
- Guarding against conflicts of interest.
- Being responsible to our own actions and behaviours.

Golden rule of ethics

- We should do to others what we want others to do to us.

Can you try this?

What does the following quotation mean to you in the present context?- “Falsehood takes the place of truth when it results in unblemished common good.” _ Tirukkural (150 words)

Determinants and Consequences of Ethics

Determinants of ethics

- Determination of what is right or wrong behavior is not an easy task.
- There is no ethical principle which is eternal and universal.
- Abortion is morally wrong for some people, but it is not for others. Pornography is acceptable in some societies, but unacceptable in others.
- At one time slavery was not morally wrong in some parts of the world whereas it is considered highly unethical in most of the modern societies.

Some of the important determinants

- Law of the land
- Culture/Religion/Caste
- Family influences
- Peer (friends and colleagues) influences
- Individual's life experiences.”
- Willingness to take risk.
- Self education etc.

Consequence of ethics

Uses of ethics

- It guides our behaviour for what is right or wrong, helps in making our decisions better, in resolving day to day dilemmas and conflicts.
- Ethics allows us to cultivate inner peace. Lives that are lived ethically tend to be calmer, more focused, and more productive than those that are lived unethically.
- Ethics provides for a stable society. When people live ethical lives, they tell the truth, avoid harming others, and are generous. Working with such people is easy.
- On the other hand, callous and insensitive people are distrusted, so it's difficult for them to be integrated well into social arrangements. A stable society requires a lot of ethical people working together in highly coordinated ways. If society were mostly composed of unethical people, it would quickly crumble.

At individual level

- Ethics boosts dignity and self-respect. It foster respect from others and gives opportunity of leadership.
- It avoids crisis of conscience.
- It improves spiritual and mental well-being.
- Ethics helps us to arrive at decisions more quickly as it assists making choices.

- Helps in achieving true happiness.
- Reduction in petty crimes like Jumping red light, Domestic violence, Crime against the aged, women and children etc.
- They motivate people towards higher goals of life like self esteem and self realization.

At social level

- Mother Teresa said if everybody clean up his/her door step then whole society will be clean. Clean environment can only be achieved by environmental ethics in society.
- Respect for women and their rights can solve the problem of gender inequality, malnourishment, female child education.
- Often ethics succeeds law in safeguarding the society. Technology, for example is growing at such a fast pace that the by the time law comes up with a regulation we have a newer technology with new threats replacing the older one.
- It helps in bringing integration and stability to the society.
- It brings harmony at social level and enhances social capital and its utilization.
- Ethics help in the progress of society as it propagates values of equality, tolerance, liberty, justice, fraternity and altruism.
- Keeps control over regionalism, casteism, intolerance and apathy towards each other.

Can you try this?

1. *What does ethics seek to promote in human life? Why is it all the more important in public administration?*
2. *Explain how ethics contributes to social and human well-being. (150 words) 10*
3. *The crisis of ethical values in modern times is traced to a narrow perception of the good life. Discuss. (150 Words, 10)*

Dimensions of ethics

- Ethics is a set of tradition, customs, culture, rules, regulations that are followed by society over a period of time. At its simplest, ethics is a system of moral principles. They affect how people make decisions and lead their lives.
- Ethics is concerned with what is good for individuals and society and is also described as moral philosophy.

Utilitarian approach

- The Utilitarian Approach assesses an action in terms of its consequences or outcomes; i.e., the net benefits and costs to all stakeholders on an individual level.
- It strives to achieve the greatest good for the greatest number while creating the least amount of harm or preventing the greatest amount of suffering.

Virtue Approach:-

- Different cultures may value certain virtues more than others but generally virtues refer to such traits as honesty, kindness, patience, civility, compassion, diligence, self-reliance, loyalty, fairness, courage, tolerance, generosity, self-control, prudence, etc.
- This approach causes us to ask whether a given action is reflective of the kind of person we are or want to be. Will it promote the kind of character we value within ourselves and for our community?

Common Good Approach

- The Common Good Approach regards all individuals as part of a larger community. As such, we share certain common conditions and institutions upon which our welfare depends.
- For society to thrive, we need to safeguard the sustainability of our community for the good of all, including our weakest and most vulnerable members. Some things that nurture a healthy, functioning community are: stable family life; good schools; affordable nourishment and health care; effective public safety; a just legal system; fair trade and commerce; a safe, well-managed ecosystem; an accessible technological environment; a well-maintained infrastructure; and a peaceful society.

Rights Approach:-

- The Rights Approach focuses on respect for human dignity.
- This approach holds that our dignity is based on our ability to choose freely how we live our lives, and that we have a moral right to respect for our choices as free, equal, and rational people, and a moral duty to respect others in the same way.

Fairness Approach

- The Fairness Approach focuses on the fair and equitable distribution of good and harm, and/or the social benefits and social costs, across the spectrum of society.
- It starts with the premise that all equals should be treated equally, and those who are unequal due to relevant differences, should be treated differently in a manner that is fair and proportionate to, or commensurate with, their difference.
- A classic example would be the payment of a group of employees at different salary levels based on the contribution their work effort makes to the corporation's profitability.

Branches/Types of ethics

There are four branches of ethics, namely

- Descriptive ethics
- Normative ethics
- Meta ethics
- Applied ethics

Descriptive ethics

- Study of people's way of life in different communities

Normative ethics

- It is also called prescriptive ethics
- It focuses on "what is the right thing to do"
- It advocates punishment when people move away from the path of ideals

Meta ethics

- It is study of origin and meaning of ethical concepts
- It determines the validity of theories advanced by normative ethics

Applied ethics

- It is the analysis of specific controversial ethical issues such as abortion, animal rights, or euthanasia
- It helps to use the knowledge of moral principles to present dilemmas

Can you try this?

1. *“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? (10 marks/ 150 words)*
2. *What is meant by ‘environmental ethics’? Why is it important to study? Discuss any one environmental issue from the viewpoint of environmental ethics. (150 words)*

Thinkers and Philosophers

Gandhi's Talisman –

"I will give you a talisman. Whenever you are in doubt, or when the self becomes too much with you, apply the following test. Recall the face of the poorest and the weakest man [woman] whom you may have seen, and ask yourself, if the step you contemplate is going to be of any use to him [her]. Will he [she] gain anything by it? Will it restore him [her] to a control over his [her] own life and destiny? In other words, will it lead to swaraj [freedom] for the hungry and spiritually starving millions? Then you will find your doubts and yourself melt away." - One of the last notes left behind by Gandhi in 1948, expressing his deepest social thought.

Gandhi on the Seven Deadly Sins

On October 22, 1925, Gandhi published a list he called the Seven Social Sins in his weekly newspaper Young India.

1. Politics without principles.
2. Wealth without work.
3. Pleasure without conscience.
4. Knowledge without character.
5. Commerce without morality.
6. Science without humanity.
7. Worship without sacrifice.

Abdul Kalam

- We should not give up and we should not allow the problem to defeat us.
- Let us sacrifice our today so that our children can have a better tomorrow.
- Teaching is a very noble profession that shapes the character, caliber, and future of an individual.
- If the people remember me as a good teacher, that will be the biggest honour for me.
- 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.
- Man needs his difficulties because they are necessary to enjoy success.
- If four things are followed - having a great aim, acquiring knowledge, hard work, and perseverance - then anything can be achieved.
- Excellence is a continuous process and not an accident.

Where there is righteousness in the heart, there is beauty in the character.
When there is beauty in the character, there is harmony in the home.

When there is harmony in the home, there is order in the nation.
 When there is order in the nation, there is peace in the world.

- Creativity is the key to success in the future, and primary education is where teachers can bring creativity in children at that level.
- No religion has mandated killing others as a requirement for its sustenance or promotion.
- Almost half of the population of the world lives in rural regions and mostly in a state of poverty. Such inequalities in human development have been one of the primary reasons for unrest and, in some parts of the world, even violence.
- While children are struggling to be unique, the world around them is trying all means to make them look like everybody else.
- One lesson that every nation can learn from China is to focus more on creating village-level enterprises, quality health services and educational facilities.
- Let me define a leader. He must have vision and passion and not be afraid of any problem. Instead, he should know how to defeat it. Most importantly, he must work with integrity.
- In a democracy, the well-being, individuality and happiness of every citizen is important for the overall prosperity, peace and happiness of the nation.
- India has to be transformed into a developed nation, a prosperous nation and a healthy nation, with a value system.
- For success of any mission, it is necessary to have creative leadership. Creative leadership is vital for government, non-governmental organisations as well as for industries.
- Unless India stands up to the world, no one will respect us. In this world, fear has no place. Only strength respects strength.

Mahatma Gandhi

- The weak can never forgive. Forgiveness is the attribute of the strong.
- You must be the change you wish to see in the world.
- The best way to find yourself is to lose yourself in the service of others.
- An eye for an eye only ends up making the whole world blind.
- Happiness is when what you think, what you say, and what you do are in harmony.

- You must not lose faith in humanity. Humanity is an ocean; if a few drops of the ocean are dirty, the ocean does not become dirty.
- Satisfaction lies in the effort, not in the attainment, full effort is full victory.
- A man is but the product of his thoughts what he thinks, he becomes.
- There is a sufficiency in the world for man's need but not for man's greed.
- The greatness of a nation can be judged by the way its animals are treated.
- I suppose leadership at one time meant muscles; but today it means getting along with people.
- Anger and intolerance are the enemies of correct understanding.
- Truth stands, even if there be no public support. It is self-sustained.
- Even if you are a minority of one, the truth is the truth.
- Service which is rendered without joy helps neither the servant nor the served. But all other pleasures and possessions pale into nothingness before service which is rendered in a spirit of joy.
- There is a higher court than courts of justice and that is the court of conscience. It supercedes all other courts.
- I object to violence because when it appears to do good, the good is only temporary; the evil it does is permanent.
- Intolerance is itself a form of violence and an obstacle to the growth of a true democratic spirit.
- As human beings, our greatness lies not so much in being able to remake the world - that is the myth of the atomic age - as in being able to remake ourselves.
- Non-cooperation with evil is as much a duty as is cooperation with good.
- We may never be strong enough to be entirely nonviolent in thought, word and deed. But we must keep nonviolence as our goal and make strong progress towards it.
- Always aim at complete harmony of thought and word and deed. Always aim at purifying your thoughts and everything will be well.

- I believe in the fundamental truth of all great religions of the world.
- In matters of conscience, the law of the majority has no place.

General quotes

- Your attitude, and your aptitude, will determine your altitude.
- Nobody gets to be good at something without effort, no matter what your aptitude is.
- Complete objectivity is not an option. We are all subjective about the way we respond to 'what is,' whether it's the people we encounter, the circumstances in our lives, or ourselves. What we can do is reduce our subjectivity - what I call 'I see, therefore it is.'
Elizabeth Thornton
- I think perfect objectivity is an unrealistic goal; fairness, however, is not. Michael Pollan
- Good friends, good books and a sleepy conscience: this is the ideal life. Mark Twain
- Never do anything against conscience even if the state demands it. Albert Einstein

Jawaharlal Nehru's Five Principles of Peaceful Coexistence

1. Mutual respect for each other's territorial integrity and sovereignty.
2. Mutual non-aggression.
3. Mutual non-interference in each other's internal affairs.
4. Equality and cooperation for mutual benefit.
5. Peaceful co-existence.

Jawaharlal Nehru's "five principles" for the policy to be pursued vis-a-vis the tribals

Jawaharlal Nehru [1889–1964, first Prime Minister of India] formulated the following five principles for the policy to be pursued vis-a-vis the tribals:

- (1) People should develop along the lines of their own genius, and the imposition of alien values should be avoided.
- (2) Tribal rights in land and forest should be respected.
- (3) Teams of tribals should be trained in the work of administration and development.
- (4) Tribal areas should not be over-administered or overwhelmed with a multiplicity of schemes.
- (5) Results should be judged not by statistics or the amount of money spent, but by the human character that is evolved.

The Four Noble Truths of Buddhism

1. The first noble truth is called Dukkha, which means suffering. It says that life is full of suffering. To say it a different way, in life, there is sickness, poverty (being poor), old age, and death. People cannot keep what they want. People cannot avoid what they do not want. If that is all a person learns, they suffer.
2. The second noble truth is Samudaya, which says that there is a reason for the suffering in the world. It says that the reason there is suffering is that people want things. It also says that the reason there is suffering is that people change what they think is real. They do this because they are ignorant. People do wrong actions because they want things and because they do not see what is real. Those evil actions lead to suffering.
3. The third noble truth is Nirodha. It says that people can be free from suffering when they no longer want things.
4. The fourth noble truth is called Magga. It says that for a person to stop wanting things, they must follow a set of rules. The rules are called the Noble Eightfold Path.

The Eightfold Path

The eightfold path says that truth is found in the Middle Way. A person can get to the Middle Way by following the eightfold path. The eight rules are these:

1. Right Vision (Drishti). Our actions have consequences
2. Right Thought (Sankalpa). Harmlessness, compassion, selflessness.
3. Right Speech (Vak). A person should try to be truthful and kind when they talk.
4. Right Actions (Karma). A person should try to do good things. If they cannot do a good thing, then they should try to not do a bad thing.
5. Right Livelihood (Jeevika). A person should not work at something that can hurt themselves or other people.
6. Right Effort (Prayathna). A person should try to be better.
7. Right Mindfulness (Smrithi). A person cannot be confused. They must not use drugs or alcohol.
8. Right Meditation (Samadhi). A person must try to reach enlightenment through meditation.

Jainism – Pancha maha vratas

Right knowledge, right faith, and right conduct are the three most essentials for attaining liberation in Jainism. In order to acquire these, one must observe the five great vows:

1. Non-violence - Ahimsa
2. Truth - Satya
3. Non-stealing - Achaurya or Asteya
4. Celibacy/Chastity - Brahmacharya
5. Non-attachment/Non-possession – Aparigraha

People's Officers

Here are 10 amazing, brave, dedicated civil servants of India who have made us all extremely proud and done extra ordinary work for the country, some even losing their lives while performing their duty, but never taking the easy way out. We salute these true heroes.

1. Narendra Kumar

IPS Narendra Kumar started his career in Bihar in 2009, and since then he had shown great courage and commitment towards his work and then he joined office in Morena, Madhya Pradesh. He was famous for his active work in trying to stop illegally mined stones and spent a large amount of time in fighting the mining mafia. In 2012, this brave officer was allegedly killed by the members of the same mining mafia at the young age of 30. When he saw a tractor carrying illegally mined stones, he tried to stop it, and when the driver did not slow down, he stood in front of it to bring it to a halt. But the driver did not stop and ran over Kumar, crushing him to death. His wife is an IAS officer in Gwalior.

2. Ajit Doval

Doval is already a known name and is famous for his commendable work during his tenure as an IPS officer from the batch of 1968. He played an active role in insurgencies operations in Mizoram, Punjab and Kashmir. He managed to turn militants and persuade them to assist Indian forces against the terrorists. Along with his exceptional work in these states, he has done a commendable job in the termination of all 15 hijackings of Indian Airlines aircraft from 1971-1999. He also stayed in Pakistan as an undercover agent in a high-risk assignment. He later joined the intelligence bureau and is currently holding the position of National Security Adviser to PM Narendra Modi.

3. B. Chandrakala

This feisty District Magistrate of Bulandshahar is famous for taking tough stands against illegal practices. She has always spoken against corrupt officers and even got transferred from her earlier posting because she refused to accept the wrong doings going on. She never hesitates in publicly exposing those people who are not doing justice to their jobs.

4. Satyendra Dubey

Another name that stands out for commendable dedication and work ethics is Satyendra Dubey. An Indian Engineering Services officer, he was Project Director in the National Highways Authority of India (NHAI) at Koderma in Jharkhand where he was working on the Golden Quadrilateral Project. He showed extra ordinary courage in exposing serious financial irregularities and exposed many corrupt practices in the industry. He also made many contractors rebuild the poor quality roads. He wrote a letter to then PM Atal Bihari Vajpayee exposing the corruption and financial irregularities in the project. When he wrote the letter he suggested to keep his identity hidden, as it had several big names involved, but his name was somehow

revealed and he had to pay the price for that. After a few months, he was shot dead in Gaya, Bihar and the country lost yet another competent and sincere bureaucrat.

5. Armstrong Pame

Not many know about this exceptional young IAS officer from Manipur. His passion and dedication towards the betterment of the society was so strong that he built a 100 km long road in a remote hill of Manipur without the government's help. People came forward and supported him in large numbers and gave shape to the "people's road" which connects the hill to the rest of the state. He used his own savings and turned to social networking sites to raise funds for the project and is fondly called "miracle man" by the villagers.

6. Shanmugam Manjunath

This brave officer worked as a sales manager for Indian Oil Corporation and worked actively to stop selling of adulterated fuel. His courageous nature and honesty made him one of the most commendable officers the country has seen. But he too paid the price for being an honest man, while he was on his way to exposing two petrol pumps selling adulterated fuel in Lucknow. He ordered to seal them, and when they started working again, he conducted a surprise raid. He was shot dead the same night and his body with six bullets was found in his own car's backseat. That was a day the entire country hung its head in shame and despair.

7. Shivdeep Waman Lande

This IPS officer of 2006 batch has been constantly in the news for all the good reasons. He has arrested many criminals, worked towards women safety and took on the pharmaceutical mafia, and under his tenure, the crime rate of Patna dropped drastically. He took strong action against eve teasers and has been very easily accessible to the people. It is said that he receives hundreds of messages everyday and he makes sure that each message is attended to. He played an important role in eliminating illegal wine shops in his jurisdiction. When he was transferred to Araria from Patna, many people turned to the streets and held candle light protests against the government's decision. He allegedly donates 70 percent of his salary to social causes which include marriages of poor girls and building hostels for poor students.

8. U. Sagayam

This civil servant from Tamil Nadu has been transferred around 20 times in the 20 years of his service. He is famous for fighting against corruption wherever he goes. He was also the first IAS officer to make his assets public. His extensive research on illegal granite-mining in Madurai led to charges against many known politicians and businessmen. He also confiscated over 5,000 subsidized gas cylinders intended for domestic use which were being illegally used by restaurants. He investigated and raised his voice against vote-buying. When he was transferred from the post of Madurai Collector to the post of MD of Co-optex, many people came out and protested against the government decision.

9. V. V. Lakshminarayana

Lakshminarayana is the quintessential common man who often takes the bus to work. He stayed humble but worked on some of the most talked about cases and exposed many corrupt officers. He became the Joint Director of Central Bureau of Investigation and handled over 19 high profile cases including the Satyam scandal, Gali Janardhana Reddy's illegal mining case of Obulapuram Mining Company, Y. S. Jaganmohan Reddy 's disproportionate assets case and Sohrabuddin Sheikh's fake encounter case. He is also known for arresting Jagan Mohan Reddy and giving amazing, high impact speeches.

10. S.R. Sankaran

This former IAS officer was commonly known as "an ideal people's IAS officer". He played a crucial role in creating pro-poor policies and was the man behind the abolition of bonded labour, the creation of the special component plan for SCs & STs and the assigning of resources for marginalised communities in the rural development programmes. He remained unmarried so that he could serve the society and also contributed to the education of over 500 poor students. He died due to illness in 2010 but he will always be remembered as a "people's man".

We pay our respects to all of these amazing officers who inspire us every single day and help us believe that there is good in the world. It may be a small force at present, but if we all stand together, it has infinite potential to wipe out all evil.

Ethics in Public and Private Relationships

Private Relationships

- Private relations largely involve relations with family and friend. They are informal in nature as no formal procedure is there to regulate such relations. There is one to one relation based on emotional bond and in most cases expression of individual personality is there.
- Internal control is there on ethical behavior rather than external control in the form of laws, rules and regulations.
- Ethics in private relations can differ widely from person to person and are demonstrated everyday in the way a person interacts with other person with whom he shares a personal bond.

Public Relations

- Public relations involve relations between individual in public sphere.
- These relations are formal and predictable in nature. Legal or social obligations are there.
- Under such obligations a person follows ethical behavior in the context of external rules and regulations.
- Ethics shown during public relations are often influenced by norms, values and behavior prevailing in a particular society.
- Ethics in public relations have wider area of influence than in private relation.

Relationship between Private and Public Relations

- Distinguishing between ethics in private and public relation is vague, ambiguous and difficult. Both of them can't be divided in a watertight compartment.
- They consistently interact and affect each other.
- Ethics in private relations helps in humanizing public relations and play an important role in forming the base for moral values of a person.
- Conflict between ethics in both relations may lead to confusion in the mind of the concerned person.
- However, too much of attachment of ethics in private and public relation may lead to stagnation of ideas and change. So, there should be a healthy balance.

If **Harmony** in ethics in public and private relations, then →

- Peace and Order in society
- Mental, physical and emotional well being

If **Conflict** in ethics in public and private relations, then →

- May lead to reforms (e.g socio-cultural)
- Disintegration of society
- Breach of rules and regulations
- Legitimacy of Government Challenged

Conflicts of interest

- Conflict of interest is usually a conflict between personal interest and official duties.
- It is also conflict between various duties to perform, for example as RBI struggles with debt management and inflation control.
- The conflict of interest is dealt by the variety of responses like avoiding the situation, disclosing the clear picture, stepping out of the decision making process etc. Conflict of interest is faced by ministers, civil servants, etc. in daily life.
- Check on this can be internal- guided by personal ethics and value system and also through external checks - following organisational ethics, code of conduct, rules & regulations, legislative measures, strong vigilance and so on.
- In the past, it was seen that in case of 2G scam, ministers were favouring their relatives, friends, and benefiting their own companies. In these contexts, laws become very necessary to prevent nepotism and favouritism by public officials, and to bring in the necessary transparency and accountability in the system. It will be helpful in bridging the trust deficit of citizens towards the government and integrity of the organisation would be also maintained.
- Private interests of the public officials should never come into the conflict with their public duties and obligations. They should remain committed to the constructional duties and their responsibility towards the citizens. They should work with integrity showing compassion and empathy especially towards the weaker sections of the society.

Can you try this?

1. *Public servants are likely to confront with 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 the conflict of interest situation, how would you resolve it? Explain with the help of examples. (150 words)*
 2. *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 examples. (150 Words, 10)*
 3. *What is meant by public interest? What are the principles and procedures to be followed by the civil servants in public interest? (150 words)*
 4. *What is mean by conflict of interest? Illustrate with examples, the difference between the actual and potential conflicts of interest. (150 words)*
-

You are a young, aspiring and sincere employee in a Government office working as an assistant to the director of your department. Since you have joined recently, you need to lean and progress. Luckily your superior is very kind and ready to train you for your job. He is a very intelligent and well-informed person having knowledge of various departments. In short, you respect your boss and are looking forward to learn a lot from him. Since you have good tuning with the boss, he started depending on you. One day due to ill health he invited you at his place for finishing some urgent work.

You reached his house and before you could ring the bell you heard shouting noises. You waited for a while. After entering the house the boss greeted you and explained the work. But you were constantly disturbed by the crying of a woman. At last, you inquired with the boss but his answer did not satisfy you. Next day, you were compelled to inquire further in the office and found out that his behavior is very bad at home with his wife. He also beats up his wife. His wife is not well educated and is a simple woman in comparison to her husband. You see that though your boss is a nice person in the office, he is engaged in domestic violence at home.

In such a situation, you are left with the following options. Analyse each option with its consequences.

- *Just ignore thinking about it because it is their personal matter.*
- *Report the case to the appropriate authority.*
- *Your own innovative approach towards situation.*

A fresh engineering graduate gets a job in a prestigious chemical industry. She likes the work. The salary is also good. However, after a few months she accidentally discovers that a highly toxic waste is being secretly discharged into a river nearby. This is causing health problems to the villagers downstream who depend on the river for their water needs. She is perturbed and mentions her concern to her colleagues who have been with the company for longer periods. They advise her to keep quiet as anyone who mentions the topic is summarily dismissed. She cannot risk losing her job as she is the sole bread-winner for her family and has to support her ailing parents and siblings. At first, she thinks that if her seniors are keeping quiet, why should she stick out her neck. But her conscience pricks her to do something to save the river and the people who depend upon it. At heart she feels that the advice of silence given by her friends is not correct though she cannot give reasons for it. She thinks you are a wise person and seeks your advice.

a) What arguments can you advance to show her that keeping quiet is not morally right?

b) What course of action would you advise her to adopt and why? (250 words)

As a senior officer in the Ministry, you have access to important policy decisions and upcoming big announcements such as road constructions projects before they are notified in the public domain. The Ministry is about to announce a mega road project for which the drawings are already in place. Sufficient care was taken by the planners to make use of the government land with the minimum land acquisition from private parties. Compensation rate for private parties was also finalized as per government rules. Care was also taken to minimize deforestation. Once the project is announced, it is expected that there will be a huge spurt in real estate prices in and around that area.

Meanwhile, the Minister concerned insists that you realign the road in such a way that it comes closer to his 20 acres farmhouse. He also suggests that he would facilitate the purchase of a big plot of land in your wife name at the prevailing rate which is very nominal, in and around the proposed mega road project. He also tries to convince you by saying that there is no harm in it as he is buying the land legally. He even promises to supplement your savings in case you do not have sufficient funds to buy the land. However, by the act of realignment, a lot of agricultural lands has to be acquired, thereby causing a considerable financial burden on the government, and also the displacement of the farmers. As if this is not enough, it will involve cutting down of a large number of trees denuding the area of its green cover.

Faced with this situation, what will you do? Critically examine various conflicts of interest and explain what your responsibilities are as a public servant. (250 words)

Ethical dilemma

- An ethical dilemma exists when one is faced with having to make choice, where significant value conflicts are there; there are alternatives that are equally justifiable; or significant consequences are there on the stakeholders in a given situation
- There are situations where we have to choose between truth and loyalty; individual and community; justice and objectivity; short-term and long-term consequences; economic development and environmental protection.

What is not Ethics?

- Ethics is not religion
- Ethics are not laws
- Ethics is not following culturally accepted norms
- Ethics is not what we are feeling
- Ethics is not science

A Framework for ethical decision making

- Recognize the ethical issues
- Consider the stakeholders
- Evaluate the alternate option
- Make a decision

Evaluation

- Which option will produce the most good and do the least harm?
- Which option respects the rights of all who have a stake?
- Which option treats the people equally, considers effort, deservedness, and need?
- Which option best serves the community as whole, not just some members?
- Which option adds virtues to my personality?

Things to remember

- The whole of ethics is concerned about being truly good and doing genuinely good; one can do good only when he is internally good.
- Too many people are looking for right persons instead of being right person.
- Happiness is when what you think, what you say and what you do are in harmony.
- Wrong is wrong even if everyone is doing it, right is right even if no one doing it.
- Second mistake can never correct the first mistake.
- Correcting the mistake by ourselves is better than being corrected by others

Making the ethical decision

- No decision is perfect and justifiable in every context
- It is not possible to satisfy everyone
- Creating a strong business and building a better world are not conflicting goals; they are both essential ingredients for long-term success.
- While we are guarding the country, we must accept being the guardian of the finest ethics. The country needs it and we must do it.
- Ethics is as important for the public servant as blood for the body.

Can you try this?

You are aspiring to become an IAS officer and you have cleared various stages and now you have been selected for the personal interview. On the day of the interview, on the way to the venue you saw an accident where a mother and child who happen to be your relatives were badly injured. They needed immediate help.

What would you have done in such a situation? Justify your action. (250 Words, 20)

You are the head of the Human Resources department of an organisation. One day one of the workers died on duty. His family was demanding compensation. However, the company denied compensation because it was revealed in investigation that he was drunk at the time of the accident. The workers of the company went to strike demanding compensation for the family of the deceased. The Chairman of the management board has asked for your recommendation.

What recommendation would you provide the management?

Discuss the merits and demerits of each of the recommendations. (250 Words, 20)

Suppose the Government of India is thinking of constructing a dam in a mountain valley bond by forests and inhabited by ethnic communities. What rational policy should it resort to in dealing with unforeseen contingencies (150 words)

Explain the process of resolving ethical dilemmas in Public Administration. (150 words)

What does the following quotation mean to you in the present context?

“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. There are few things wholly evil or wholly good. Almost everything, especially of governmental policy, is an inseparable compound of the two; so that our best judgement of the preponderance between them is continually demanded.” Abraham Lincoln (150 words)

Land needed for mining, dams and other large-scale projects is acquired mostly from Adivasis, hill dwellers and rural communities. The displaced persons are paid monetary compensation as per the legal provisions. However, the payment is often tardy. In any case, it cannot sustain the displaced families for long. These people do not possess marketable skills to engage in some other occupation. They end up as low paid migrant laborers. Moreover, their development goes to industries, industrialists and urban communities whereas the costs are passed on to these poor helpless people. This unjust distribution of costs and benefits is unethical.

Suppose you have been entrusted with the task of drafting a better compensation-cum-rehabilitation policy for such displaced persons, how would you approach the problem and what would be the main elements of your suggested policy? (250 words)

You are heading a leading technical institute of the country. The institute is planning to convene an interview panel shortly under your chairmanship for selection of the post of professors. A few days before the interview, you get a call from the Personal Secretary (PS) of a senior government functionary seeking your intervention in favour of the selection of a close relative of the functionary for this post. The PS also informs you that he is aware of the long pending and urgent proposals of your institute for grant of funds for modernization, which are awaiting the functionary's approval. He assures you that he would get these proposals cleared. (20 marks / 250 words)

- i. *What are the options available to you?*
- ii. *Evaluate each of these options and choose the option which you would adopt, giving reasons.*

Now-a-days, there is an increasing thrust on economic development all around the globe. At the same time, there is also an increasing concern about environmental degradation caused by development. Many a time, we face a direct conflict between developmental activity and environmental quality. It is neither feasible to stop or curtail the development process, nor it is advisable to keep degrading the environment, as it threatens our very survival. Discuss some feasible strategies which could be adopted to eliminate this conflict and which could lead to sustainable development.

Suppose you are the CEO of a company that manufactures specialized electronic equipment used by a government department. You have submitted your bid for the supply of this equipment to the department. Both the quality and cost of your offer are better than those of the competitors. Yet the concerned officer is demanding a hefty bribe for approving the tender. Getting the order is important both for you and for your company. Not getting the order would mean closing a production line. It may also affect your own career. However, as a value-conscious person, you do not want to give bribe.

Valid arguments can be advanced both for giving the bribe and getting the order, and for refusing to pay the bribe and risking the loss of the order. What those arguments could be? Could there be any better way to get out of this dilemma? If so outline the main elements of this third way, pointing out its merits.

Values, Ethics and Laws

Ethics vs Values

Ethics

- An area of study that deals with ideas about what is good and bad behavior
- A branch of philosophy dealing with what is morally right or wrong
- A set of moral principles to lead an ideal life
- Ethics investigates the questions such as - What is the best way for people to live? What actions are right or wrong in particular circumstances?
- Ethics try to define concepts such as good and evil; right and wrong; virtue and vice; and justice and crime

Values

- Values are the *guiding principles* of our lives. Values are our core beliefs.
- They are essential for positive human behaviour and actions in our daily lives.
- They are formed on the basis of interests, choices, needs, desires and preferences.

Ethics vs Law

What is ethics?

- Ethics, also described as moral philosophy, is a system of moral principles which is concerned with what is good for individuals and society.

What is law?

- Law is a system of rules and guidelines which are enforced through social institutions to govern behavior.

Similarities between ethics and laws

- In general, laws are made based on moral values of a particular society. They describe the basic behavior of human beings. In another word, laws represent the minimum standards of human behaviors, that is, ethical behavior.
- Besides, both laws and ethics are systems which maintain a set of moral values and prevent people from violating them. They both provide people guidelines of what may do or what may not do in certain situations.
- In a word, they exist in a purpose of making people benefit from being members of a well-regulated society.

Differences between ethics and laws

- Firstly, ethics comes from people's awareness of what is right and what is wrong while laws are written and approved by governments. It means that ethics may vary from people to people because different people may have different opinions on a certain issue, but laws describe clearly what is illegal no matter how people arguing. To some extent, ethics is not well defined but laws are defined and precise.
- Ethics can also be distinguished by looking at whether people are being punished after they violate the rules.
- Nobody will be punished when they violate ethics; but whoever violates laws is going to receive punishment carried out by relevant authorities. Besides, an action can be illegal, but morally right.
- For example, in ancient China, some people rob properties from rich people, and give it to poor people, and it is considered to be morally right but be illegal. Similarly, an action that is legal can be morally wrong.
- For instance, some people spend thousands of dollars on their pets while some poor people on the street can not have enough food. Moreover, some laws are nothing to do with ethics, like cars should go on the left side of roads. Lastly, ethics emphasizes more on positive aspects while laws are more concerned with negative actions.

In Conclusion, ethics and laws are closely related since laws represent minimum ethical behaviors of human beings; but they are distinct from many aspects. Ethics provides people guidelines on how to behavior in order to create a peaceful society; but laws carry out restrictions through punishment. Sometimes ethics and laws do not necessarily have any overlap, but these two combined define how people should behavior in the society.

Basis for Comparison	Law	Ethics
Meaning	The law refers to a systematic body of rules that governs the whole society and the actions of its individual members.	Ethics is a branch of moral philosophy that guides people about the basic human conduct.
What is it?	Set of rules and regulations	Set of guidelines
Governed By	Government	Individual, Legal and Professional norms
Expression	Expressed and published in writing.	They are abstract.

Basis for Comparison	Law	Ethics
Violation	Violation of law is not permissible which may result in punishment like imprisonment or fine or both.	There is no punishment for violation of ethics officially.
Objective	Law is created with an intent to maintain social order and peace in the society and provide protection to all the citizens.	Ethics are made to help people to decide what is right or wrong and how to act.
Binding	Law has a legal binding.	Ethics do not have a binding nature.

Rules and Regulations

Differences between rules and regulations

Basis for Comparison	Rules	Regulations
Meaning	The rules are the set of instruction which tells us the way things are to be done.	Regulations are the rules which are authorised by the legislation.
Nature	Flexible	Rigid
Made as per	Conditions and Circumstances	Act
Set By	Individual and Organisation	Government

Can you try this?

What do you understand by 'values' and 'ethics'? In what way is it important to be ethical along with being professionally competent? (10 marks / 150 words)

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. (10 marks / 150 words)

Social values are more important than economic values. Discuss the above statement with examples in the context of inclusive growth of a nation.

Differentiate between the following (200 words)

- *Law and Ethics*
 - *Ethical management and Management of ethics*
 - *Discrimination and Preferential treatment*
 - *Personal ethics and Professional ethics*
-

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? 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. (150 words)

Law and ethics are considered to be the two tools for controlling human conduct so as to make it conducive to civilized social existence.

- *Discuss how they achieve this objective.*
 - *Giving examples, show how the two differ in their approaches. (150 words)*
-

Dr X is a leading medical practitioner in a city. He has set up a charitable trust through which he plans to establish a super-speciality hospital in the city to cater to the medical needs of all sections of the society. Incidentally, that part of the State had been neglected over the years. The proposed hospital would be a boon for the region.

You are heading the tax investigation agency of that region. During an inspection of the doctor's clinic, your officers have found out some major irregularities. A few of them are substantial which had resulted in considerable withholding of tax that should be paid by him now. The doctor is cooperative. He undertakes to pay the tax immediately.

However, there are certain other deficiencies in his tax compliance which are purely technical in nature. If these technical defaults are pursued by the agency, considerable time and energy of the doctor will be diverted to issues which are not so serious, urgent or even helpful to the tax collection process. Further, in all probability, it will hamper the prospects of the hospital coming up. There are two options before you:

1) Taking a broader view, ensure substantial tax compliance and ignore defaults that are merely technical in nature.

2) Pursue the matter strictly and proceed on all fronts, whether substantial or merely technical.

As the head of the tax agency, which course of action will you opt and why? (250 words)

Edward Snowden, a computer expert and former CIA administrator, released confidential Government documents to the press about the existence of Government surveillance programmes. According to many legal experts and the US Government, his action violated the Espionage act of 1971, which identified the leak of State secret as an act of treason. Yet, despite the fact that he broke the law, Snowden argued that he had a moral obligation to act. He gave a justification for his "whistle blowing" by stating that he had a duty "to inform the public as to that which is done in their name and that which is done against them."

According to Snowden, the Government's violation of privacy had to be exposed regardless of legality since more substantive issues of social action and public morality were involved here. Many agreed with Snowden. Few argued that he broke the law and compromised national security, for which he should be held accountable. Do you agree that Snowden's actions were ethically justified even if legally prohibited? Why or why not? Make an argument by weighing the competing values in this case (250 words)

Attitude

- It is the positive or negative opinion about a place, person, thing, event, or an idea
- Whenever we see someone or something we tend to evaluate them as good, bad innocent, harmful, attractive etc. so attitudes are the evaluations that people make of the world around them.
- Every human being is unique; it is mostly attributed to his/her attitude.
- Attitudes are the results of our family, religion, caste, educational institutions, society, media, friends, etc.
- Attitude of faith and hope is a matter of life and death; success or failure.
- Life is 10% what happens to us, we cannot change; 90% how do we react to it. It is with us, we are in charge of our attitude.

There are two types of attitude

- **Explicit** – formed at the conscious level, deliberately formed, easy to self report.
- **Implicit** – formed at the unconscious level, involuntarily formed; typically unknown to us.

Characteristics

- It is learnt, not hereditary
- It directs our behavior.
- It changes but gradually
- It motivates the person to do some actions (play sports, read books)

Components of Attitudes

Attitude has three components.

- **Cognitive** component: this involves a person's belief / knowledge about an attitude object. For example: "I believe snakes are dangerous".
- **Affective** component: this involves a person's feelings / emotions about the attitude object. For example: "I am scared of snakes".
- **Behavioral** component: the way the attitude we have influences how we act or behave. Tendency to act. For example: "I will avoid snakes and scream if I see one".

This model is known as the **ABC model of attitudes**.

Attitudinal ambivalence

The coexistence of opposing attitudes at about the same thing at the same time

Cognitive dissonance

Inconsistency in thoughts and behavior

Democratic Attitude

- Decisions are based on the popular opinion
- Priority satisfaction of largest number of people

Bureaucratic Attitude

- Decisions strictly according to the law
- Following all the rules and procedure

Structure of attitude

- Representation of positivity or negativity of an attitude on a graph
- one dimensional perspective
- two dimensional perspective – clear picture of an attitude

Functions of attitude

- It helps us to predict the behavior of others Eg – punctual, secular.
- Ego defensive – holding the attitudes that protect our self esteem; to justify our actions; to avoid the feel of guilt. Eg – hit a child, lost in cricket match.
- Value expression – it helps us to communicate who we are, what we stand for. To reflect our self image, basic values, and identity. Eg – cycle to work, t shirt slogans,
- It helps us to identify the people, whom we like, dissociate from the people whom we don't like.
- Approach the things which are beneficial, avoid the things, which are harmful. So attitude makes our judgment easier and faster.

Daniel Katz – 20th C American Psychologist

- Knowledge - Predict what likely to happen; gives us a sense of control; approach things/people; Our judgments easier and faster
- Utility – Maximum rewards, minimum punishment; politician and farmer; Employee and boss; citizen and society
- Ego defensive – Self esteem; justify the actions - guilty
- Value expression – How we express? Make us feel good; we have asserted our identity

Relationship between attitude and behavior

Attitude is how you perceive a thing, a situation, a person etc. Behavior is your course of action in a given situation. Attitude is internal; behavior is external

All attitudes not always get converted into behaviors; it depends on many factors

- Expectation of significant others
- Consequences of decision making
- Motivation and opportunity
- Level of integrity

Impact of training on attitude

- Training can change attitude but it will be slow and it must be self-sustaining practice.
- Attitude becomes relatively rigid after an age and changing it will involve self-introspection and realising right and wrong and accordingly changing it.
- More often if in training teachers, bureaucrats are dictated to change attitude it will not be effective as it will be ego-attack rather, we should provide case study with thought provoking examples and various games to demonstrate attitude change

Social Influence and Persuasion

Persuasion vs Influence

- Whenever there is a change in a person's thoughts, feelings or behavior because of another person's personality, then influence is said to have taken place.
- Persuasion is usually a deliberate attempt where the persuader wishes to alter the course of action of the individual through communication. Reasoning with the individual is one such technique. If you are successful, persuasion is said to have been at work.
- Great leaders have this ability or charisma to make others behave or do what they want without actually saying it in words.

- Both influence and persuasion have the common objective of making a change in a person's behavior or attitude, but whereas persuasion requires you to communicate, influence works silently without you having to make any effort.
- Both terms have deep meanings for someone who aspires to be a good leader, as both persuasion and influence can be used for motivation. They are motivational techniques.

Types of influence

Obedience

An individual acts in response to a direct order from another individual who is usually an authority figure. Eg – parents, teachers, boss

The Milgram Experiment

- Milgram (1963) was interested in researching how far people would go in obeying an instruction if it involved harming another person.
- Stanley Milgram was interested in how easily ordinary people could be influenced into committing atrocities, for example, Germans in WWII.
- Ordinary people are likely to follow orders given by an authority figure, even to the extent of killing an innocent human being. Obedience to authority is ingrained in us all from the way we are brought up.
- People tend to obey orders from other people if they recognize their authority as morally right and / or legally based. This response to legitimate authority is learned in a variety of situations, for example in the family, school, and workplace.

Conformity

- Humans are social animals. They like to get along with the people. They make some changes in order to live happily in society.
- **Compliance** – change only in behavior not in attitude
- **Internalization** – change both in attitude and behavior.

Identification

- People are influenced by someone whom they like or respect.

Eg celebrity-advertisement

Reactance/Anti conformity

- It is a change in a person's attitude or behavior that is opposite of what influencer intended. When a person hates the other person or he expects independence from the person.

Reciprocation

- Give and take; mutual exchange; all of us are taught that we should find some way to repay others for what they do for us

Commitment

- Once people have made a choice or taken a stand they are under both external and internal pressure to behave with that commitment
- Commitment will be more effective if it is voluntary and public

Social proof

- We usually decide what is correct by noticing what other people think is correct, especially the higher ups.

Eg- which coaching institution to join?

Liking

- People say 'yes' to others if they like them. Eg - Physically attractive person, an expert or a person with authority, one who speaks well (message should be clear and well organized)

Scarcity

- Hard to things are perceived as better than easy to get things. When something has limited availability people assign it more value.

Political attitudes

- An expression of favor or disfavor towards different political ideologies, politician, and political culture prevailing in a particular society

People can be classified as

- Left and right
- Radicals, liberals, moderates, conservatives, and reactionaries

The people who are most upset with the status quo, they became more impatient and they expect rapid change in the society

- It is easier for conservatives to be law abiding and more patriotic than others

- People who are doing well in the society usually do not want any change.
- Young are more likely to be liberal
- Religion and caste plays an important role in Indian politics as political parties are often seen to exploit religion in order to secure their vote bank
- Rise of regional parties at the national levels says that people show bias based on the region
- The people prefer democracy though it has limitation
- The increasing communalism, criminalization of politics, and use of money power in elections are disturbing the Indian youth

Moral attitudes

- Moral attitudes are traits that eventually lead to a peaceful world.
- These are behavioral patterns that strive for a better society, welfare of every individual and peaceful co-existence. They shape the world which we live in.
- These help in sustaining families. These help in building a nation. Therefore moral attitudes encourage a person towards Altruism, volunteerism, social service.

Important moral attitudes

Forgiveness

- The weak can never forgive; forgiveness is the attribute of strong
- Anger and sense of revenge harms us more than it does to other. Our mind remain occupied with such negativity it hampers our personality development
- Forgiveness doesn't change our past but it does change our future
- Forgiving someone even when you have the power to punish him/her needs compassion towards mankind
- **Goodness**
- **Reverence**
- **Faithfulness**
- **Truthfulness**
- **Awareness of responsibility**
- **Compassion**
- **Tolerance**

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.

There is a disaster-prone State having frequent landslides, forest fires, cloudbursts, flash floods and earthquakes, etc. Some of these are seasonal and often unpredictable. The magnitude of the disaster is always unanticipated. During one of the seasons, a cloudburst caused devastating floods and landslides leading to high casualties. There was major damage to infrastructure like roads, bridges and power generating units. This led to more than 100000 pilgrims, tourists and other locals trapped across different routes and locations. The people trapped in your area of responsibility included senior citizens, patients in hospitals, women and children, hikers, tourists, ruling party's regional president along with his family, additional chief secretary of the neighboring State and prisoners in jail.

As a civil services officer of the State, what would be the order in which you would rescue these people and why? Give justifications.

All human beings aspire for happiness. Do you agree? What does happiness mean to you? Explain with examples.

Suppose one of your close friends, who is also aspiring for civil services, comes to you for discussing some of the issues related to ethical conduct in public service. He raises the following points :

- 1. In the present times, when unethical environment is quite prevalent, individual attempts to stick to ethical principles may cause a lot of problems in one's career. It may also cause hardship to the family members as well as risk to one's life. Why should we not be pragmatic and follow the path of least resistance, and be happy with doing whatever good we can?*
- 2. When so many people are adopting wrong means and are grossly harming the system, what difference would it make if only a small minority tries to be ethical? They are going to be rather ineffective and are bound to get frustrated.*
- 3. If we become fussy about ethical considerations, will it not hamper the economic progress of our country? After all, in the present age of high competition, we cannot afford to be left behind in the race of development.*
- 4. It is understandable that we should not get involved in grossly unethical practices, but giving and accepting small gratifications and doing small favours increases everybody's motivation. It also makes the system more efficient. What is wrong in adopting such practices?*

Critically analyze the above viewpoints. On the basis of this analysis, what will be your advice to your friend?

You are an honest and responsible civil servant. You often observe the following:

- (a) There is a general perception that adhering to ethical conduct one may face difficulties to oneself and cause problems for the family, whereas unfair practices may help to reach the career goals.*
- (b) When the number of people adopting unfair means is large, a small minority having a penchant towards ethical means makes no difference.*
- (c) Sticking to ethical means is detrimental to the larger developmental goals*
- (d) While one may not involve oneself in large unethical practices, but giving and accepting small gifts makes the system more efficient.*

Examine the above statements with their merits and demerits. (250 Words, 20)

In our country, the migration of rural people to towns and cities is increasing drastically. This is causing serious problems both in the rural as well as in the urban areas. In fact, things are becoming really unmanageable. Can you analyze this problem in detail and indicate not only the socio-economic but also the emotional and attitudinal factors responsible for this problem? Also, distinctly bring out why—

- 1. Educated rural youth are trying to shift to urban areas;*
- 2. Landless poor people are migrating to urban slums;*
- 3. Even some farmers are selling off their land and trying to settle in urban areas taking up petty jobs.*

What feasible steps can you suggest which will be effective in controlling this serious problem of our country?

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. (150 words)*
 - B. Is it possible to balance the two to create a better administration for the faster development of our country? (150 words)*
-

What factors affect the formation of a person's attitude towards social problems? In our society, contrasting attitudes are prevalent about many 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?

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.

How could social influence and persuasion contribute to the success of Swachh Bharat Abhiyan? (150 word)

Our attitudes towards life, work, other people and society are generally shaped unconsciously by the family and the 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.

- *Discuss such undesirable values prevalent in Today's educated Indians.*
- *How can such undesirable attitudes be changed and socio-ethical values considered necessary in public services be cultivated in the aspiring and serving civil servants? (150 words)*

You are posted as a District Education Officer (DEO) in a Maoist affected district. You have been specifically given the responsibility to work on the literacy mission. After reading the education reports and doing field visits, you find that the number of out of school children has increased drastically and the motivation among students and teachers is also low. While certain basic infrastructure is already in place, the major hurdle in attracting students to these schools include the attitude of inhabitants towards education and the security risks involved in sending children to schools.

Given the situation, answer the following questions:

- a) *Analyse the reasons behind such an attitude.*
- b) *As a DEO, what are the steps that you would take in order to increase the school attendance and change the prevalent attitude of inhabitants towards education?*

Sivakasi in Tamil Nadu is known for its manufacturing clusters on firecrackers and matches. The local economy of the area is largely dependent on firecrackers industry. It has led to tangible economic development and improved standard of living in the area.

So far as child labour norms for hazardous industries like firecrackers industry are concerned, International Labour Organization (ILO) has set the minimum age as 18 years. In India, however, this age is 14 years.

The units in industrial clusters of firecrackers can be classified into registered and non-registered entities. One typical unit is household-based work. Though the law is clear on the use

of child labour employment norms in registered/non-registered units, it does not include household-based works. Household-based work means children working under the supervision of their parents/relatives. To evade child labour norms, several units project themselves as household-based works but employ children from outside. Needless to say that employing children saves the costs for these units leading to higher profits to the owners.

On your visit to one of the units at Sivakasi, the owner takes you around the unit which has about 10-15 children below 14 years of age. The owner tells you that in his household-based unit, the children are all his relatives. You notice that several children smirk, when the owner tells you this. On deeper enquiry, you figure out that neither the owner nor the children are able to satisfactorily establish their relationship with each other.

- i. *Bring out and discuss the ethical issues involved in the above case.*
- ii. *What would be your reaction after your above visit?*

It is a State where prohibition is in force. You are recently appointed as the Superintendent of Police of a district notorious for illicit distillation of liquor. The illicit liquor leads to many death, reported and unreported, and causes a major problem for the district authorities.

The approach till now had been to view it as a law and order problem and tackle it accordingly. Raids, arrest, police cases, and criminal trials – all these had only limited impact. The problem remains as serious as ever.

Your inspections show that the parts of the district where the distillation flourishes are economically, industrially and educationally backward. Agriculture is badly affected by poor irrigation facilities. Frequent clashes among communities gave boost to illicit distillation. No major initiatives had taken place in the past either from the government's side or from social organizations to improve the lot of the people. Which new approach will you adopt to bring the problem under control? (250 words)

You are the Sarpanch of a Panchayat. There is a primary school run by the government in your area. Midday meals are provided to the children attending the school. The Headmaster has now appointed a new cook in the school to prepare the meals. However, when it is found that the cook is from Dalit community, almost half of the children belonging to higher castes are not allowed to take meals by their parents. Consequently the attendance in the school falls sharply. This could result in the possibility of discontinuation of midday meal scheme, thereafter of teaching staff and subsequent closing down the school.

- (a) *Discuss some feasible strategies to overcome the conflict and to create right ambience.*
 - (b) *What should be the responsibilities of different social segments and agencies to create positive social ambience for accepting such changes? (250 words) 20*
-

You are recently posted as district development officer of a district. Shortly thereafter you found that there is considerable tension in the rural areas of your district on the issue of sending girls to schools. The elders of the village feel that many problems have come up because girls are being educated and they are stepping out of the safe environment of the household. They are of the view that the girls should be quickly married off with minimum education. The girls are also competing for jobs after education, which have traditionally remained in boys' exclusive domain, adding to unemployment amongst male population.

The younger generation feels that in the present era, girls should have equal opportunities for education and employment, and other means of livelihood. The entire locality is divided between the elders and the younger lot and further sub-divided between sexes in both generations. You come to know that in Panchayat or in other local bodies or even in busy crossroads, the issue is being acrimoniously debated. One day you are informed that an unpleasant incident has taken place. Some girls were molested, when they were en route to schools. The incident led to clashes between several groups and a law and order problem has arisen. The elders after heated discussion have taken a joint decision not to allow girls to go to school and to socially boycott all such families, which do not follow their dictate.

- (a) What steps would you take to ensure girls' safety without disrupting their education?
(b) How would you manage and mould matriarchic attitude of the village elders to ensure harmony in the inter-generational relations? (250 words) (25 Marks)*

It is often said that 'politics' and 'ethics' do not go together. What is your opinion in this regard? Justify your answer with illustrations. (150 words)

Young people with ethical conduct are not willing to come forward to join active politics. Suggest steps to motivate them to come forward. (150 Words, 10)

Integrity

- Being honest and consistent in thought, speech and action
- A man of integrity is never influenced by temptations and pressures from outside, he would only respond to his conscience.
- It is doing the right thing even if nobody is looking.
- Integrity is non-negotiable; no compromise with ethics at any cost and in any situation
- The person with integrity is not worried about win or loses as he is only concerned with walking on the path which he considers as ethically correct.
- If you feel that your viewpoint is wrong in the light of new information, you must be honest enough to admit it and change accordingly.
- Integrity is about working as per our morals. Be the change you want to see in others.
- Unfortunately Shortcut has become the buzzword today; many people want to earn without hard work, look for maximum benefits with minimum effort. Shortcut leads to value compromise and that leads to corruption.

A person with integrity

- Have the courage to say 'NO' to unethical acts.
- Have the courage to face the truth.
- Do the right thing because it is right
- Do not compromise on what he/she believes
- No difference between inner values and outside behavior
- Do not let someone take the blame for something he/she did
- Do not accept the price for someone else work
- Keep promises even it takes extra efforts.

A civil servant with integrity

- Should be guided solely by public interest in official decision making
- Public money should be utilized properly and efficiently
- Should not use official interest for private interest
- Apply the ethical values in the daily operations of public service

Challenges to integrity

- People in our organization don't work without illegal gratification
- If we don't allow the corruption, they refuse to work
- False complaints against you (sexual harassment)
- Threat of transfers by seniors and politicians
- Interference by politicians unnecessarily
- Illegal order predecessor which you have to implement now

Solution

- It is better to conquer yourself than to win thousands of battles. Then the victory is yours. It cannot be taken from you, not by angels or by demons, heaven or hell. – Buddha
- You must be an honest person before you preach others
- Be honest by conviction not by fear or compulsion
- You must know the rules and procedures better than your subordinates
- Show courage to say NO to unethical acts; Courage is the skill that can be acquired by practice.
- Be the change you want to bring in the organization
- Win the admiration of the people by your ability, passion and hardwork
- Your illegal acts always haunt you
- Ready to suffer for your principles; honesty is not without pain; feel proud when your suffer for principles

“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.

One of the tests of integrity is complete refusal to be compromised. Explain with reference to a real life example. (150 Words, 10)

“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 Buffett

What do you understand by this statement in the present-day scenario? Explain. (150 words)

You are the manager of a spare parts company A and you have to negotiate a deal with the manager of a large manufacturing company B. The deal is highly competitive and sealing the deal is critical for your company. The deal is being worked out over a dinner. After dinner the manager of manufacturing company B offered to drop you to the hotel in his car. On the way to hotel he happens to hit motorcycle injuring the motorcyclist badly. You know the manager was driving fast and thus lost control. The law enforcement officer comes to investigate the issue and you are the sole eyewitness to it. Knowing the strict laws pertaining to road accidents you are aware that your honest account of the incident would lead to the prosecution of the manager and as a consequence the deal is likely to be jeopardised, which is of immense importance to your company.

What are the dilemmas you face? What will be your response to the situation? (250 Words, 20)

A Public Information Officer has received an application under RTI Act. Having gathered the information, the PIO discovers that the information pertains to some of the decisions taken by him, which were found to be not altogether right. There were other employees also who party to these decisions were. Disclosure of the information is likely to lead to disciplinary action with possibility of punishment against him as well as some of his colleagues. Non-disclosure or part disclosure or camouflaged disclosure of information will result into lesser punishment or no punishment.

The PIO is otherwise an honest and conscientious person but this particular decision, on which the RTI application has been filed, turned out to be wrong. He comes to you for advice.

The following are some suggested options. Please evaluate the merits and demerits of each of the options:

- 1. The PIO could refer the matter to his superior officer and seek his advice and act strictly in accordance with the advice, even though he is not completely in agreement with the advice of the superior.*
- 2. The PIO could proceed on leave and leave the matter to be dealt by his successor in office or request for transfer of the application to another PIO.*
- 3. The PIO could weigh the consequences of disclosing the information truthfully, including the effect on his career, and reply in a manner that would not place him or his career in jeopardy, but at the same time a little compromise can be made on the contents of the information.*
- 4. The PIO could consult his other colleagues who are party to the decision and take action as per their advice.*

Also please indicate (without necessarily restricting to the above options) what you would like to advise, giving proper reasons. (20 marks/ 250 words)

You are working as an Executive Engineer in the construction cell of a Municipal Corporation and are presently in-charge of the construction of a flyover. There are two Junior Engineers under you who have the responsibility of day-to-day inspection of the site and are reporting to you, while you are finally reporting to the Chief Engineer who heads the cell. While the construction is heading towards completion, the Junior Engineers have been regularly reporting that all construction is taking place as per design specifications. However, in one of your surprise inspections, you have noticed some serious deviations and lacunae which, in your opinion, are likely to affect the safety of the flyover. Rectification of these lacunae at this stage would require a substantial amount of demolition and rework which will cause a tangible loss to the contractor and will also delay completion. There is a lot of public pressure on the Corporation to get this construction completed because of heavy traffic congestion in the area. When you brought this matter to the notice of the Chief Engineer, he advised you that in his opinion it is not a very serious lapse and may be ignored. He advised for further expediting the project for completion in time. However, you are convinced that this was a serious matter which might affect public safety and should not be left unaddressed.

What will you do in such a situation? Some of the options are given below. Evaluate the merits and demerits of each of these options and finally suggest what course of action you would like to take, giving reasons. (20 marks /250 words)

- i. Follow the advice of the Chief Engineer and go ahead.
- ii. Make an exhaustive report of the situation bringing out all facts and analysis along with your own viewpoints stated clearly and seek for written orders from the chief Engineer.
- iii. Call for explanation from the Junior Engineers and issue orders to the contractor for necessary correction within targeted time.
- iv. Highlight the issue so that it reaches superiors above the Chief Engineer.
- v. Considering the rigid attitude of the Chief Engineer, seek transfer from the project or report sick.

You are the Executive Director of an upcoming InfoTech Company which is making a name for itself in the market. Mr. A, who is a star performer, is heading the marketing team. In a short period of one year, he has helped in doubling the revenues as well as creating a high brand equity for the Company so much so that you are thinking of promoting him. However, you have been receiving information from many corners about his attitude towards the female colleagues; particularly his habit of making loose comments on women. In addition, he regularly sends indecent SMS's to all the team members including his female colleagues.

One day, late in the evening, Mrs. X, who is one of Mr. A's team members, comes to you visibly disturbed. She complains against the continued misconduct of Mr. A, who has been making undesirable advances towards her and has even tried to touch her inappropriately in his cabin. She tenders her resignation and leaves your office. (20 marks / 250 words)

- I. What are the options available to you?
- II. Evaluate each of these options and choose the option you would adopt, giving reasons.

You are a no-nonsense, honest officer. You have been transferred to a remote district to head a department that is notorious for its inefficiency and callousness. You find that the main cause of the poor state of affairs is the indiscipline of a section of employees. They do not work themselves and also disrupt the working of others. You first warned the troublemakers to mend their ways or else face disciplinary action. When the warning had little effect, you issued a show cause notice to the ringleaders. As a retaliatory measure, these troublemakers instigated a woman employee amongst them to file a complaint of sexual harassment against you with the Women's Commission. The Commission promptly seeks your explanation. The matter is also publicized in the media to embarrass you further.

Some of the options to handle this situation could be as follows :

- 1. Give your explanation to the Commission and go soft on the disciplinary action.*
- 2. Ignore the Commission and proceed firmly with the disciplinary action.*
- 3. Brief your higher-ups, seek directions from them and act accordingly.*

Suggest any other possible option(s). Evaluate all of them and suggest the best course of action, giving your reasons for it.

Compassion and Tolerance towards weaker Section

Empathy and Compassion

- Sympathy refers to acknowledging another person's emotional hardships and providing comfort and assurance. Sympathy is the feeling that you care about and are sorry about someone else's trouble, grief, misfortune, etc. (feeling sad for someone else because something wrong that has happened to them. It involves kindness care and concern)
- Empathy refers refers to understanding what others are feeling. Empathy is the capacity to understand or feel what another person is experiencing from within the other person's frame of reference, i.e., the capacity to place oneself in another's shoes
- Compassion refers to a step further, where a person not only feels empathy but also a desire to help alleviate the suffering of the other person. Compassion is the response to the suffering of others that motivates a desire to help.
- Thus, the emphasis here is on action and wanting to help. In, other word while Sympathy focuses on awareness, empathy focuses on experience and Compassion focuses on action.
- For example, consider the issue of child labour. On seeing a child waiter in a restaurant if a person is just feeling sad, then he is sympathetic. But if he also connects himself or own children with that child or memorises any of his live experience, then he is empathetic. But when someone unleashes himself from only being a spectator and make some arrangements according to his capacity for the good (like informing NGOs, arranging education, counselling his parents etc) , then he has compassion.
- A public servant must possess all the three qualities depending on situation. Public servants are meant to serve and this requires developing a humanistic outlook and to go out-of-the way. These qualities [Sympathy, Empathy and Compassion] ensure that the public servants act sensitively and interpret the rules so as to advance public interest. This is all the more important in a country like India where most the citizens are not aware of their rights and obligations owing to their socio-economic conditions rather than out of ignorance. In their absence, the administration will become mechanistic, rigid and ineffective.
- An armchair bureaucrat cannot understand the real pain and sufferings of a common man without empathy

Sympathy

- Feeling sad for someone else because something wrong that has happened to them.
- It involves kindness care and concern
- Acknowledging another person's emotional hardships and providing comfort and assurance.

Empathy

- Empathy is seeing with the eyes of another, listening with the ears of another and feeling with the heart of another.
- Understanding what others are feeling
- the capacity to place oneself in another's shoes
- It is seeing the world through another's eyes.
- It helps people to get along better and to feel better.
- An armchair bureaucrat cannot understand the real pain and sufferings of a common man without empathy
- "You can only understand people if you feel them in yourself."
- "Empathy grows as we learn."
- No one cares how much you know, until they know how much you care.
- Whenever you feel like criticizing any one...just remember that all the people in this world haven't had the advantages that you've had
- We are all different. Don't judge, understand instead

Compassion

- An active attempt to alleviate the sufferings of others
- It is the response to the suffering of others that motivates a desire to help.
- If we have no peace, it is because we have forgotten that we belong to each other.
- The purpose of human life is to serve, and to show compassion and the will to help others.
- Love and compassion are necessities, not luxuries. Without them humanity cannot survive.
- If you want others to be happy, practice compassion. If you want to be happy, practice compassion.
- Wisdom, compassion, and courage are the three universally recognized moral qualities of men.
- The greatness of a man is measured by the way he treats the little man. Compassion for the weak is a sign of greatness.

In, simple - Sympathy focuses on awareness, empathy focuses on experience and Compassion focuses on action.

Compassion fatigue

- A state of psychological fatigue that is experienced by people who invest a lot of time and effort into charity and social rescue activities.
- Compassion fatigue can cause victims to slowly lose any feeling of compassion towards people who may be in need of their assistance.
- This happens because of repeated exposure to people in need of help, leading them to develop a feeling of numbness.
- Compassion fatigue is said to affect professional assistance providers like doctors, nurses, firefighters and other emergency service personnel who are constantly exposed to people who need help

Tolerance

- Tolerance can be defined as a fair and objective attitude towards those whose lifestyle differs from yours.
- Tolerance is an essential aspect of a healthy, livable society. In fact, it is the only way in which a country as diverse as India (politically, religiously, economically) can function and use each and every difference to make its people thrive rather than suffer.
- In this globalization, where people of different backgrounds, cultures and religions are living together, and where the world has become multicultural and full of diversity, establishing tolerance and harmony has become very crucial and important, and fostering mutual love and affection has become vital.
- Without tolerance and harmony the lasting peace of societies cannot be maintained, and loyalty for each other cannot be established.
- Tolerance is respecting the diversity of our culture
- It is accepting the fact that human beings are naturally diverse in their appearances, speech, behaviors and values; they have the right to live in peace and to be as they are.
- One views are not to be imposed on others
- First step towards tolerance is respect; first step towards respect is knowledge.
- The results of education is tolerance
- Tolerance is the positive and cordial effort to understand others beliefs, practices, and habits not necessarily accepting them.

Importance of tolerance and compassion towards the weaker sections

- Tolerance and compassion make a civil servant to lead with not only head but also heart. They are the fundamental components of character and positive relationship which will be helpful to deliver the services and requirements fulfilling the needs of weaker sections.
- A civil servant takes an oath of allegiance to the Constitution of India at the time of joining service; if he does his job in the spirit of this oath he is bound to work for the rights and advancement of the weaker sections of society.
- Our society is facing issues of poverty and diseases. It has to be seen as an opportunity to give back tiny portion of our social debt.
- Weaker section do not are aware of their rights and opportunities; they are prone to exploitation.
- They do not have the financial and muscle power to fight against injustice
- A nation is like a vehicle, engine is economy, wheels are different sections of society; mismatching wheels makes our journey difficult.

Suppose you are an officer in-charge of implementing a social service scheme to provide support to old and destitute women. An old and illiterate woman comes to you to avail the benefits of the scheme. However, she has no documents to show that she fulfils the eligibility criteria. But after meeting her and listening to her you feel that she certainly needs support. Your enquiries also show that she is really destitute and living in a pitiable condition. You are in a dilemma as to what to do. Putting her under the scheme without necessary documents would clearly be violation of rules. But denying her the support would be cruel and inhuman.

a) Can you think of a rational way to resolve this dilemma?

b) Give your reasons for it.

Rakesh is a responsible district level officer, who enjoys the trust of his higher officials. Knowing his honesty, the government entrusted him with the responsibility of identifying the beneficiaries under a health care scheme meant for senior citizens.

The criteria to be a beneficiary are the following:

- (a) 60 years of age or above.*
- (b) Belonging to a reserved community.*
- (c) Family income of less than 1 Lakh rupees per annum.*
- (d) Post-treatment prognosis is likely to be high to make a positive difference to the quality of life of the beneficiary.*

One day, an old couple visited Rakesh's office with their application. They have been the residents of a village in his district since their birth. The old man is diagnosed with a rare condition that causes obstruction in the large intestine. As a consequence, he has severe abdominal pain frequently that prevents him from doing any physical labour. The couple has no children to support them. The expert surgeon whom they contacted is willing to do the surgery without charging any fee. However, the couple will have to bear the cost of incidental charges, such as medicines, hospitalization, etc., to the tune of rupees one lakh. The couple fulfils all the criteria except criterion 'b'. However, any financial aid would certainly make a significant difference in their quality of life.

How should Rakesh respond to the situation? (250 words)

Emotional Intelligence

Emotions

- Basically there are six emotions – fear, disgust, anger, surprise, happy and sad.
- Emotion is a complex psychological state. It has three components
 1. Subjective experience
 2. Physiological response
 3. Behavioral response
- It plays a role in how we think and behave
- Some emotions are short lived while others are long lasting
- It helps us to understand others, others to understand us.

Intelligence

It refers to individual's ability

- To understand complex ideas
- To adapt effectively to the environment
- To learn from experience
- To engage in various forms of reasoning
- To overcome obstacles by careful thought

Emotional Intelligence

EI is the ability to recognize your and other people's emotions; and manage them in better manner. It is generally said to include three skills

- Understanding emotions of self and others
- Using emotions for solving complex problems of life
- Managing emotions to lead a happy and successful life

Anybody can become **angry** - that is easy, but to be **angry** with the right person and to the right degree and at the right time and for the right purpose, and in the right way – is the EI that is not within everybody's power and is not easy.

EI has four elements

Self awareness

- To understand our emotions
- To know our strengths and weakness
- To predict our behavior accurately

Self management

- To not let our feeling dominate our rational mind
- To balance emotions and our rational mind
- To have self control
- To use emotions to generate passion and love in our life
- Direct our emotions to create better life for us and others
- To be self motivated to perform and accomplish our task
- To use our emotions in the right place, in the right way to achieve best results
- Open to new ideas
- Constant drive to meet excellence
- Admit mistakes and learn from them
- Select the job that is emotionally rewarding
- Balance in the work life and personal life
- Stress control

Social awareness

- Understand society – family bonding, organizational goals, and social norms.
- Empathy – understand others from their perspective.
- Empathetic people are better listeners, non-judgemental, and compassionate

Relationship management

- Good communication skills (speaking and listening)
- People love to interact with people who are happy and spread joy
- Initiate and manage the positive changes
- Inspire and guide others
- Resolve the conflicts positively – forgiveness
- Do not advise, command, control, criticize others unnecessarily

Social intelligence

- Ability to understand, manage, and act wisely in human relations
- They like other people and are liked by other people
- Believe in team success rather than individual glory
- Communicate their feeling and understand the behavior of other people accurately

—

Benefits of EI

- Helps you control your own negative emotions. Then you can focus more on work than on mood, your productivity/efficiency/quality of work improves. As Lord Buddha said “Holding on to anger is like grasping a hot coal with the intent of throwing it at someone else: you are the one who gets burned.”
- Helps you make better decisions, perform under stress and against heavy-odds.
- Helps you deal with uncertainty and change in personal and professional life. Otherwise “He who spends time regretting the past loses the present and risks the future.”
- Helps you manage relations. You can later leverage those relations to get things done, to reach the places where you want to reach, to get the success you want to get.
- You can motivate teammates and extract more work out of them.
- You can bounce back from setbacks and defeats.
- You’re least affected by office-politics.
- Because of above things, your stress is controlled and you’ve less chances of lifestyle diseases such diabetes and heart attack. You have less chances of become depressed or anxious.
- EI helps developing Empathy towards others.

EI and civil service

- All academically brilliants may not successful in personal and professional life. EI is important in all industries, at all levels and at all regions for personal excellence and leadership
- EI makes us effective, essential for good judgment, build trust, activate ethical values and sparks creativity and innovation
- Leadership is all about influencing stakeholders to work together, motivating them to achieve higher ethical goals
- Public service system is not just a mechanical administrative body but empathetic welfare organization.
- EI is must to build to social capital (building relationships, having mutual trust and care among people.
- EI leads to self control and self control helps ethical decision making
- Administration focus on efficiency, effectiveness while people wants honesty, service, and communication

- Empathy helps to understand the common people well
- Helps to negotiate and resolve disagreements

Leadership

- If your actions inspire others to dream more, learn more, do more and become more you are a leader.
- A leader is one who knows the way, goes the way and shows the way
- It is better to lead from behind and put others in front especially when you celebrate victory. You take the frontline when there is danger. Then people will appreciate your leadership.
- Don't find fault, find a remedy
- The quality of leader is reflected in the standards they set for themselves.
- A good leader takes a little more than his share of blame, a little less than his share of credit.
- Leadership is the capacity to translate vision into reality.
- Management is doing the things right, leadership is doing the right things.
- When your values are clear to you, making decisions becomes easier.
- Time is neutral and does not change the things; with courage and initiative leaders change things
- Without initiative and innovation leaders are simply workers in the leadership positions.

(Abdul kalam 1979 SLV 3 Satish Dawan)

Trustworthiness

- Trust is more important in every relationship
- When you are trusted, your words are valued and people follow your words automatically
- Once trust is broken, it is difficult to regain it.
- You have to become trustworthy to get the trust
- Trust deficit person cannot become a leader; the person finds it difficult to trust others; s/he can't maintain any lasting relationship

Trust deficit societies

- Lower economic growth
- Conflicts between different groups
- Increase in crime and corruption

Steps to become trustworthy

- Trust is a long term investment; no instant benefits

- Don't make the unrealistic promises to even yourself; always fulfill the promises made to yourself
- Think you before you make promises to others; once you made, fulfill at any cost.
- Honesty is habit that can be developed and improved with practice
- Simple living – enjoy simple things like reading, writing, talking to a friend, walking etc (you don't need much money to enjoy)

What is 'emotional intelligence' and how can it be developed in people? How does it help an individual in taking ethical decisions? (10 marks / 150 words)

How will you apply emotional intelligence in administrative practices? (150 Words, 10)

Anger is a harmful negative emotion. It is injurious to both personal life and work life.

1. *Discuss how it leads to negative emotions and undesirable behaviors.*
2. *How can it be managed and controlled?*

What does the following quotation mean to you in the present context?

“Anger and intolerance are the enemies of correct understanding. “ – Mahatma Gandhi (150 words)

How do the virtues of trustworthiness and fortitude get manifested in public service? Explain with examples.

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?

“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.

Stating examples mention the rulers (i) who have harmed society and country, (ii) who worked for the development of society and country. (2017-150 Words, 10)

A private company is known for its efficiency, transparency and employee welfare. The company though owned by a private individual has a cooperative character where employees feel a sense of ownership. The company employs nearly 700 personnel and they have voluntarily decided not to form a union. One day suddenly in the morning, about 40 men belonging to a political party gate-crashed into the factory demanding jobs in the factory. They threatened the management and employees, and also used foul language. The employees feel demoralized. It was clear that those people who gate-crashed wanted to be on the payroll of the company as well as continue as the volunteers/members of the party. The company maintains high standards in integrity and does not extend favors to civil administration that also includes law enforcement agency. Such incidents occur in public sector also. (20 Marks) (250 Words)

- (a) Assume you are the CEO of the company. What would you do to diffuse the volatile situation on the date of gate-crashing with the violent mob sitting inside the company premises?*
- (b) What could be the long-term solution to the issue discussed in the case?*
- (c) Every solution/action that you suggest will have a positive and a negative impact on you (as CEO), the employees and the performance of the employees.*

Analyze the consequences of each of your suggested actions.

As a Block Development Officer, you were invited to preside over a Gram Sabha meeting in one of Gram Panchayat falling under your jurisdiction. The Gram Sabha was called to take a decision on two crucial things: to identify and confiscate fake job cards used under MGNREGA scheme and to choose the beneficiaries to allot houses under Indira Awas Yojana. You had ordered a month ago to all Gram Panchayat secretaries to conduct programs to create awareness and advertise about coming Gram Sabha so that people would participate in large numbers

Unfortunately, on the day of Gram Sabha to which you were invited, very few villagers turned up. It is mandatory that at least one tenth of members of Gram Sabha (those whose names are in electoral rolls) attend the Gram Sabha. But on that day less than one tenth was in attendance. At the same time, all the Panchayat members were present. They all insisted that the Gram Sabha should continue as people would slowly come and attend as the meeting progressed. Somehow you were convinced and the meeting started. Those few who attended were chosen by vote to get homes allotted after verification that they met the criteria under the Indira Awas Scheme. Job card verification was not possible as there were no people at the meeting.

Next day you received a complaint by a villager accusing Panchayat members of coercing Panchayat Secretary to conduct Gram Sabha on a date when villagers had gone out to neighboring village to attend a festival. According to the complaint this was done to stop the identification of fake job cards, which some elected Panchayat members had themselves created to siphon off money. The complaint also alleged that you and Panchayat secretary had taken bribe from Panchayat members to conduct a fake Gram Sabha meeting. There was also allegation that beneficiaries who got allotted IAY houses were actually all relatives of Panchayat members present on the day of Gram Sabha

(a) Identify the major issues and your options in the case study.

(b) As a responsible officer what were your duties with respect to conducting Gram Sabha and what course of action you should follow after receiving the complaint.

Impartiality, Nonpartisanship and Objectivity

In democracy, an efficient civil service must have set of values that distinguishes it from other professions. Integrity, dedication to public service, impartiality, and non-partisanship are said to be hallmarks of an effective civil service. The community has a right to expect the civil service functions fairly, impartially and efficiently.

Impartiality

- The absence of prejudice and bias
- Prejudice – making a decision before aware of relevant facts
- Bias – preference to someone at the cost of other
- Impartiality means that civil servants in carrying out their official work, including functions like procurement, recruitment, delivery of services etc, should take decisions based on merit alone.

Nonpartisanship

- Non-partisanship implies that the administrator is to do his task without any fear of, or favour to any political party
- Sardar Patel once said on Role of Civil Servant: “Today, my Secretary can write a note opposed to my views. I have given that freedom to all my Secretaries. I have told them, ‘If you do not give your honest opinion for fear that it will displease your Minister, please then you had better go. I will bring another Secretary!’ I will never be displeased over a frank expression of opinion...”
- “Ministers must uphold the political impartiality of the civil service and not ask the civil servants to act in any way which would conflict with the duties and responsibilities of the civil servants.”
- For a public servant, rule of law should guide his conduct irrespective of his personal preferences. Use of discretionary powers should be guided by ethical guidelines implicit in the constitution like fundamental duty and directive principles of state policy.
- Maintaining contact with industrialist, builders, NGOs, politicians etc. only at the professional level via meetings, conferences etc. and not at the personal level.
- Neutrality in Indian Civil Services means the civil servants should execute duties in accordance to laws and regulations without prejudice against or preferential treatment towards any groups or individuals.
- The civil servants should not confuse ‘political neutrality’ with ‘programme neutrality’. At the stage of policy formulation, the role of civil servants is to render free and frank advice which should not be coloured by any political considerations. Once a policy or programme has been approved by the elected government, it is the duty of the civil servant to faithfully and enthusiastically see to its implementation.

Objectivity

- Not influenced by emotions and personal prejudice.
- If you like it you will find a way to justify it; but if you don't like it you will find a way to falsify it.
- Making decisions based on truth, reality, and evidence.
- Complete objectivity is unrealistic. Objectivity and fairness have the same goal to achieve equality.
- Our constitution is not entirely objective. It has provided special status to certain sections of society.

Qualities of objective civil servant

- Open minded and willing hear the different view points.
- Provide the information and advice on the basis of facts and evidences.
- Takes the decisions based on the merits of the case.
- Take due account of expert and professional advice.
- Will not ignore the inconvenient facts.
- Implement the policies effectively irrespective of his personal likes and dislikes.

Importance of Objectivity

- An objective decision has a greater probability of success and meeting the public interest than a decision taken on the subjective considerations like emotions, biases, personal interest etc.
- In a parliamentary democracy like India where a layman politician is guided by an expert civil servant this value become very important.
- It assures the minister that civil servant is giving the advice in public interest and has no hidden agenda.
- Public will be assured about the merits of government decision. Even if a decision does not give the desired results, it will not cause delusion among people regarding the honesty and intentions of government decisions.

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. (2016)

Dedication

- Commitment is the willingness to give our time and energy for something we believe; a promise that has given; or to a decision which has taken. It requires discipline, hard work and self control
- Dedication is highest form of commitment; it is commitment with passion and love
- Commitment with perseverance (achieving a goal in spite of difficulties and discouragement)
- The quality of being able to give one's time attention and self entirely to a particular activity, cause or person
- Dedicated person is motivated not by the benefit he receives but by the success he achieves it
- Working as honest public servant is a very tough task; there will be many external and internal factors will the person to deviate from the goal of public service; under such conditions it is the dedication towards constitution as well as policies of government which guide us to reach the goal

Other foundational values for Civil Servants

1. Patriotic

- Being patriotic is the first and foremost quality that an IAS officer should possess.
- As an IAS Officer, one is also responsible in forming policies and implementing the same. When it comes to implementing a policy an IAS officer should consider one's particular interest as well as the country before him/her because with such power and responsibilities any actions taken could have a massive impact.
- Being a patriot will make IAS Officers to take actions that benefit the country and build an India for tomorrow, which is generally the core task of an IAS Officer.

2. Legal and Rational Action

- As a civil servant, an IAS Officer should abide by law and regulations in order to administer and lead. One should take rational action under any circumstances and follow the rules and regulations.

3. Responsibility and Liability

- The key responsibility among others of an IAS Officer is to take care of the day to day administrative affairs of their jurisdictional area.
- By building a general consent, an IAS Officer should fulfil his responsibilities and meet all governmental tasks and when some blunder happens while performing a task he/she as an administrator should hold responsible herself/himself morally for actions and should be willing to apprehend liability.

4. Hard Work & Commitment

- You work hard to achieve your big dream i.e., to become an IAS Officer but the real hard work you do is while facing the challenges that cross your path while looking after your administrative area that includes various departments like administrative work, funds managements, law enforcement, development programmes etc., and this means a lot of responsibilities.
- To accomplish and outclass in any task an IAS Officer should be a hard worker and committed to his/her duty.
- "The only way to do great work is to love what you do"— Steve Jobs.
- Being a civil servant an IAS Officer's mantra should be "Work is Worship" and should never forget that "the price of greatness is responsibility"— Winston Churchill.

5. Out-of-the-Box Thinking for Excellence in Work

- As an administrator, one should make sure the utmost standard of excellence in administrative work and action.
- The biggest challenge in being a part of the administration in India which is a diverse country is that different problems occur in each area and field and under these circumstances as an administrator one should think out of the box and devise a solution that tackles various problems effectively.

6. Decisive and Resilient in Approach

- Being a part of the governmental machinery, an IAS Officer should be resilient and adapt to any changes in the system, operation, or structure yet endure the ethical norms of conduct.
- There would be tricky circumstances during the tenure that needs to be solved quickly, under these situations an IAS Officer should act shrewdly and should be decisive in approach that needs quick thinking, analysing all available possibilities and potential outcome of them and should act accordingly after a general consent.

7. Principle of Utilitarianism

- Utilitarianism is a general ethical theory that marks the point of right and wrong completely based on the consequences of one's action or policy. Furthermore, it can also be considered as the action or policy has taken into account the interests of others.
- Hence, as an administrator an IAS Officer should follow the Principle of Utilitarianism and ensure that the decisions taken should lead to the greatest good for the country and its maximum people.

8. Compassionate

- As a civil servant, an IAS Officer should be compassionate in a manner that motivates her/him with a desire to help the sufferings or misfortune instead of just feeling sympathetic.
- A civil servant should demonstrate compassion without violating the prescribed law and rules.

9. Principle of Justice

- The general **principle of justice** requires acting in ways that treat people rightly and fairly.
- So, an IAS Officer should observe the principle of justice and act on the basis of fair decision at any circumstances and should play fair for issues of social justice.

10. Transparency & Integrity

- As a civil servant, an IAS officer's function should be transparent that it is easy to see what actions are performed.
- As a civil servant having **integrity** means doing the right thing in a reliable way with the quality of being honest and having strong moral principles that doesn't waver.
- An IAS Officer requires firm adherence to a code of particular moral or artistic values, incorruptibility, soundness, and a quality or state of being complete or undivided.

Civil Service Codes

Code of Ethics

- Guiding principles and vision of the organization
- It helps to maintain sustainability and good will of the organization.
- There are the general principles and values that org must strive to achieve.
- It guides the decision making of the org

The Ethics Code followed by Public Servants in UK is the Seven Principles of Public Life was developed by the Committee on Standards in Public Life in Great Britain, famously known as the Nolan Committee. The principles include:

- **Selflessness:** Public interest
- **Integrity:** Not influenced by temptations
- **Objectivity:** Decisions based on facts and evidences
- **Accountability:** Open to scrutiny
- **Openness:** No (exception in case of public interest) secrecy in disclosing the decisions taken and actions done
- **Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership:** Holders of public office should promote and support these principles by leadership and example.

The Second Administrative Reforms Commission (ARC)

The Commission was of the view that in addition to commitment to the Constitution these values should include:

- Adherence to the highest standards of probity, integrity and conduct
- Impartiality and non-partisanship
- Objectivity
- Commitment to the citizens' concerns and public good
- Empathy for the vulnerable and weaker sections of society

Code of conduct

- A set of instructions designed to regulate the actions of stakeholders.
- These are the specific rules and guidelines that stakeholders are expected to follow.
- Formed to deal with day to day issues
- Conduct rules apply to both official AND personal life of the government servant.
- If an official violates conduct rules, he may face warning/disciplinary action/departamental proceedings.
- Conduct rules differ from service to service. Example All India services have their own conduct rules, central services have their own rules and state services have their own rules.

Some Examples

- Respecting the hierarchy
- Ensure his subordinates show integrity and devotion to duty.
- Must not engage a private person to perform his official duties
- Cannot do social / charitable service during office hours
- Needs to show respect, courtesy, cooperation to everyone
- Shall not make any public utterance that would embarrass relations between union vs state
- Needs government permission before publishing book / writing in newspaper / appearing on TV – radio EXCEPT literary, artistic or scientific character.
- Must not tell his preference to other people
- Must show diligence and probity in spending public money.
- Cannot demand funds from anyone without government permission- even for good / charitable cause.
- Must not take any Private trade or employment without government permission.

Why these codes?

- It gives consistent approach in carrying out their responsibilities and making decisions
- Increases trustworthiness of the civil service
- To maintain consistent and appropriate behavior towards one another and towards clients
- To reduce the discretionary power of civil servants
- To empower the people to question the government
- Provides ethical framework for employees
- Remind the organization about core values
- Better harmony at workplace
- A form of self regulation by the org; it avoids unnecessary external regulation.
- Helps the person to act fairly, impartially, judiciously, and to avoid the conflicts of interest

Discuss the Public Services Code as recommended by the 2nd Administrative Refoms Commission. (2016-150 words) 10

Discipline generally implies following the order and subordination. However, it may be counter-productive for the organisation. Discuss. (2017-150 Words, 10)

Distinguish between “Code of ethics” and “Code of conduct” with suitable examples (150 words)

As a senior officer in the Finance Ministry, you have access to some confidential and crucial information about policy decisions that the Government is about to announce. These decisions are likely to have far-reaching impact on the housing and construction industry. If the builders have access to this information beforehand, they can make huge profits. One of the builders has done a lot of quality work for the Government and is known to be close to your immediate superior, who asks you to disclose this information to the said builder. (20 marks/ 250 words)

- i. *What are the options available to you?*
 - ii. *Evaluate each of these options and choose the option which you would adopt, giving reasons.*
-

Aptitude

- Everybody is a Genius. But If You Judge a Fish by Its Ability to Climb a Tree, It Will Live Its Whole Life Believing that It is Stupid – Albert Einstein
- It is a natural talent for doing a particular work or facing a particular situation.
- There are two important days in our life – the day we are born and the day when we find out our aptitude. One good choice can do the wonders in a person's life.
- Aptitude is the result of inheritance and early development.
- Aptitude is something which comes naturally; it is present in person's DNA
- A person can learn a particular skill even though he doesn't have an aptitude for it, but it takes more time and efforts
- Having aptitude for a particular job increases the probability of success, as it leads to faster learning with less effort of the different skills required for the job.
- Finding a path that allows them to develop their natural abilities will help them to express their fullest potential
- It has been observed that people are happier and more satisfied in their careers when they choose the work that matches their aptitude pattern.

Aptitude is of two types

- Physical – body flexibility, hand-eye coordination, eye sight, stamina, lungs and heart capacity.
- Mental – interpersonal skills, decision making, general mental ability, data interpretation

Aptitude vs Attitude

- Attitude is the state of mind while aptitude is the potential ability to acquire skills, abilities and knowledge.
- Attitude can be positive or negative attitude. The positive attitude is known as optimism where as the negative is pessimism. Aptitudes are our potential to learn skills which we develop and sharpen through time.
- Attitude deals with character while aptitude deals with competence.
- Civil servants like E shreedharan, Armstrong Pame have displayed great aptitude along with right attitude in their respective works.

Why aptitude more important for civil servant

- Today's world is all about learning. Fast changes, dynamic scenarios, destabilising situations, new emerging problems, quick decision making pressure situations aptitude helps as a strong value.
- Role of a civil servant constantly changes specially considering the diverse country like India. Civil servants act as a connecting link between government and citizen and hence need better aptitude to convey government policy, goal and to deliver better results.
- On daily basis and at personal level a civil servant has to face many problems like 24 hours duty alert, emergencies, physical and mental stress and in these situation they need to handle public at large. Hence values like emotional intelligence, compassion, sympathy, integrity, non partisanship, innovative mindset plays important role.

“Great Power comes with Great Responsibility”

- This line from the “Spiderman” movie fits decorously for an IAS Civil Servant. IAS, one of the civil services is coveted as the most prestigious job in the country, as no other profession stands in front of it. This civil service job gives one the power, fame, respect and everything that anyone would desire.
- To be an IAS Officer should be considered as an opportunity to serve the country people and beneficially contribute to the society and not as a burden.
- As an IAS Officer one should have a passion to work for public and should always keep this quote of Abraham Lincoln in mind that “Public are not to be underestimated as fools”!
- Civil servants must follow certain norms, rules and regulations that will make them to give best results while forming and implementing policies.
- Once a candidate clears the civil services examination does not mean that they have achieved their dream to be an IAS Officer but the real challenge and fulfilling their true goal begins after they take their position and the most important skills required while taking the responsibility is the ethics that is all about how to act rightly.
- Being ethical doesn't mean doing what society accepts as values of behaviour in society as it may differ from what is ethical. As an administrator one should make sure that highest standard of quality in governmental decisions and activities and not negotiate with values just for others convenience or satisfaction.
- Hence, ethics and integrity in work is necessary for civil servants and hope this answers why Ethics, Integrity and Aptitude Paper was included in the civil services exam.
- So, above the normal eligibility for IAS Exam, candidates preparing for IAS exam should possess certain qualities and skills when it comes to discharge their duties and responsibility.

- In this article, some of the vital qualities are discussed that an IAS officer should possess to honour public belief and not infringe:

What do you understand by the following terms in the context of public service? (5 terms x 3 marks each /250 words)

- Integrity*
- Perseverance*
- Spirit of service*
- Commitment*
- Courage of conviction*

Indicate two more attributes which you consider important for public service. Justify your answer. (10 marks /100 words)

State the three basic values, universal in nature, in the context of civil services and bring out their importance. (150 words)

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?

Examine the relevance of the following in the context of civil service: (150 Words, 10)

- Transparency*
- Accountability*
- Fairness and justice*
- Courage of conviction*
- Spirit of service*

Philosophical basis of governance

- The concept of governance is not new. It is as old as human civilization.
- Simply put governance means the process of decision making and the process by which decisions are implemented
- Throughout the middle ages people believed that Kings were placed on throne by the will of god and therefore to disobey the law was equivalent to disobeying the will of god.
- People and culture and times became more modern, more secular, and more questioning. The appeal to gods will and divine right of king did not work so well and for some it did not work at all. This created serious crisis.

Social contract theory

Thomas Hobbes

- In the state of nature everyone has virtually unlimited rights.
- It leads to confrontation and war
- We want peace; so everyone agrees to give up their rights to sovereign, who will then give back whatever rights he chooses – but who can recall any of those rights at any time.

John Locke

- In the state of nature people do not have unlimited rights
- I will get what I earned; but there are some nasty people who are likely to try to take away things that justly mine and this can lead to conflicts
- So we all agree to live under majority rule.
- The purpose of the government is to obey the rule of law and to promote the common good.
- If the government fails to do these things, the people have a right to put a new government in place.

Kautilya – Yogaksema

- This concept is very much closer to the concept of present day welfare state
- King should surrender his individuality in the interest of his duties
- The king is expected to behave in a most righteous manner
- In the happiness of his subject lies his happiness; in their welfare his welfare; whatever pleases himself he shall not consider as good, but whatever makes his subjects happy, he shall consider good.
- It is duty of the state to provide the common good
- Government is answerable to public for its policies, decisions, and performance.
- The action of government has to be fair, equitable, transparent and accountable.

United Nations (UN)

The United Nations is playing an increasing role in good governance. According to former UN Secretary-General Kofi Annan, "Good governance is ensuring respect for human rights and the rule of law; strengthening democracy; promoting transparency and capacity in public administration." To implement this, the UN goes follows eight principles:

- Participation
- Rule of Law
- Consensus Oriented
- Equity and Inclusiveness
- Effectiveness and Efficiency
- Accountability
- Transparency
- Responsiveness

Transparency and Accountability

Transparency

- Development process includes planning, budgeting, release of funds, award of contracts, monitoring of contracts, evaluation and audit.
- Government gives as much information as possible; which should be reliable and easily understandable; it involves not just information but also the grounds on which the decisions are taken.
- Democracies must be built through the open societies that share information. Where there is information there is enlightenment. When there is debate there are solutions.
- It is simply sharing of information and acting in open manner
- It is showing that decisions are taken and their enforcement are done in a manner that follows rules and regulation.
- Information is freely available and directly accessible to those who will be affected by such decisions and their enforcement.
- Absence of mystery and secrecy between government and those being governed
- Transparency is operating in such a way that it is easy for others to see what actions are performed.
- Transparency is practiced in companies, organizations, administrations, and communities.
- It guides an organization's decisions and policies on the disclosure of information to its employees and the public.
- Administrative decisions shall always be taken in accordance with transparent, simple and understandable procedures.

Accountability

- A civil servant is responsible for their actions and inactions. They should utilize their power in a right way.
- Those who exercise the power must be able to show that they have exercised their powers and discharged their duties properly

It is of three types

- Self – conscience
- Internal – within organization
- External – politicians, general public, media, NGOs, judiciary, and vigilance department.

T and A leads to

- Less corruption and more efficiency
- Benefits will be reached to the intended beneficiary
- Increases the faith of citizens in the government
- Increases citizen participation in governance

T & A are the fundamental prerequisite for preventing the abuse of power and to ensure that the power is directed towards the achievement of efficiency and effectiveness

Why accountability of civil servants is a failure in India?

- Problem of many hands – in large organization many individuals contribute in many ways to the decision and policies. Who should be made accountable? Biggest question – difficult to find the answer
- Civil servants are experts and specialized in their area. It is difficult to find fault for outside agency
- Lack of coordination among CBI, CVC, lokayukta and other bodies
- Permission to prosecute government officials to these agencies will not come even after the years have passed
- Judiciary is slow; there are no fast track courts for dealing the cases of corruption
- There are no punishments prescribed for non performance or low productivity
- Article 311 of our constitution – almost impossible to remove a civil servant
- Obedience to superiors; undue compassion towards subordinates...errors are continued

Right to Information

Introduction

- Article 19(1) of the Indian Constitution specifies that the Right to Information (RTI) is a part of the fundamental rights. It says that every citizen has freedom of speech and expression.
- In 1976, in the *Raj Narain vs the State of UP*, it was held by the Supreme Court that people cannot speak unless they know. Hence the Right to Information is embedded in Article 19.
- It was also said in the same case that in the Indian democracy, people are the masters which give them the right to know about the functioning of the government. RTI Act provides machinery for exercising this fundamental right.

- As per the RTI Act 2005, every citizen has the right to receive a timely response from the government for any information that is sought by them with respect to the functioning of the government.

The basic objectives of RTI

- Empowerment of the citizens
- Promotion of transparency and accountability in the functioning of the government
- Prevention and elimination of corruption
- Making the democracy work for the people in its real sense

An informed citizen is better equipped to have a better vigilance on the instruments of governance in order to make the government more accountable to the governed. RTI is a huge leap in keeping the citizens informed about the activities of the government.

Salient features of the RTI Act

- An RTI portal is created by the Ministry of Personnel, Public Grievances and Pensions in order to facilitate the process of RTI. Besides access to information related to RTI, published disclosures by various public authorities under the state and the central governments, it acts as a gateway for obtaining information on the details of first Appellate Authorities, Principle Information Officers etc.,
- Every Public authority is obligated to maintain a computerised version of all the records in a manner that could be accessed over a network at any place within the country by issuing it to the person on his/her demand.
- Various channels need to be frequently updated by the public authority so that the use of RTI Act to seek information can be kept to a bare minimum.
- A written or electronic request must be placed by a person seeking information under the RTI Act. No reason shall be sought from the person placing the request except the contact details in case the authorities would have to contact him/her. However, the authorities are not obligated to provide any such information that is received under confidence by a foreign government, cabinet papers, information forbidden to be shared by the court of law, information that could potentially hurt the sovereignty and integrity of India.

Under the RTI, every citizen is empowered to:

- Seek information / ask questions to the government
 - Request for copies of government documents
 - Inspect government documents and works
 - Request for samples of materials of any government work
-

You are a Public Information Officer (PIO) in a government department. You are aware that the RTI Act, 2005 envisages transparency and accountability in administration. The act has functioned as a check on the supposedly arbitrarily administrative behaviour and actions. However, as a PIO you have observed that there are citizens who filed RTI applications not for themselves but on behalf of such stakeholders who purportedly want to have access to information to further their own interests. At the same time there are those RTI activists who routinely file RTI applications and attempt to extort money from the decision makers. This type of RTI activism has affected the functioning of the administration adversely and also possibly jeopardizes the genuineness of the applications which are essentially aimed at getting justice.

What measures would you suggest to separate genuine and non-genuine applications? Give merits and demerits of your suggestions. (250 words. 20)

What does 'accountability' mean in the context of public service? What measures can be adopted to ensure individual and collective accountability of public servants?

Some recent developments such as introduction of RTI Act, media and judicial activism, etc., are proving helpful in bringing about greater transparency and accountability in the functioning of the government. However, it is also being observed that at times the mechanisms are misused. Another negative effect is that the officers are now afraid to take prompt decisions. Analyze this situation in detail and suggest how this dichotomy can be resolved. Suggest how these negative impacts can be minimized. (150 words)

"The Right to Information Act is not all about citizens' empowerment alone, it essentially redefines the concept of accountability. Discuss. (150 words)

Citizen charter

- Modern states are welfare states and they provide a wide range of public services to the citizens – education, health, housing, transport etc
- Citizens often experience considerable difficulty in securing timely, reliable and quality services from government's agencies
- Citizen charters are a means of solving the day to day problems which citizen experience while dealing with public service organizations

What is Citizen's charter?

- Citizen's Charter is a voluntary, written declaration of service delivery standards to be expected by the citizens from the public authority.
- Citizen's Charter is a document which represents a systematic effort to focus on the commitment of the Organisation towards its Citizens in respects of Standard of Services, Information, Choice and Consultation, Non-discrimination and Accessibility, Grievance Redress, Courtesy and Value for Money.

Six principles

- Improving the quality of services
- Provision of choice wherever possible
- Specifying standards – what to expect, how to act if standards are not met
- Value of for tax payers money
- Accountability
- Transparency

Characters of Citizen's Charter

1. Standards of Service Delivery
 - **S-** Specific; e.g. 'Try Hard' or 'Soon' is not specific
 - **M-** Measurable
 - **A-** Accurate
 - **R-** Relevant (to the service provider and the user)
 - **T-** Time-bound
2. Openness About Information
 - Disclosure in legible, understandable language about service levels and standards to be expected
 - Clear info about whom to approach in case of grievances
 - Should be accessible: available online, in office, handbooks, posters etc.
3. Citizen Consultation
 - User's view and priority should be considered
 - It is responsibility of the citizen to be involved and co-operate
4. Courteous
 - Service orientation of officials
 - 'May I Help You' counters

5. Grievance Redressal

- Access to the grievance officer should be easy
- Clear and easy procedures
- Quick and consistent resolution
- Resolve systemic problems

Objectives of Citizen's Charter

- Change in attitude of the public officer and in organisational culture
- Public service delivery as rights based rather than paternalistic approach
- Transparency and Accountability
- Value for taxpayer: faith in governance
- Responsive attitude

Obstacles to implementation of Citizen's Charter

- Unrealistic or unachievable promises
- No force of law to Citizen's Charter (Central law 2011 lapsed)
- Citizens not involved in formulation of the charter
- Skepticism in both bureaucracy and citizens
- Lack of awareness drive
- Misunderstood by the stakeholders
- Lack of internal or external monitoring or grievance redressal
- Lack of training, lack of empathy and sense of duty

Recommendations

- Make pragmatic and achievable promises
- Reforming the business processes in the departments
- Staffing and proper training
- User involvement
- independent audit and its use to do continuous reforms
- Simplifying complaint registration and redressal
- Publicity

Work culture

- An organization is formed to achieve certain goals and objectives by bringing individuals together on a common platform and motivating them to deliver their level best
- It is essential for employees to enjoy at the workplace for them to develop a sense of loyalty towards organization
- An organization cannot buy true emotional commitment from workers no matter much it is willing to spend; this is something too valuable to have a price tag; and yet a company cannot afford not to have it
- Work culture plays an important role in extracting the best out of the employees and making them stick to the organization for a longer duration
- A healthy work culture leads to satisfied employees and an increased productivity

Characteristics of healthy work culture

- Employees are cordial with each other and respect the fellow workers
- Employees follow the rules and regulations voluntarily and adhere to existing guidelines

Measures for healthy work culture

- Leader should be friendly and a role model; guide them when needed
- Promote team building activities and bind the employees together
- Employees should be trained regularly – continuous upgradation of skills
- Employee friendly policies and practical guidelines; Flexible work hour if possible
- Transparency in appointments and promotions; each employee should be treated equally and no partiality based on personal relationship
- Regular meeting with employees; Engaging the employees in decision making; Each one should have the liberty to express their views
- Appreciating – when they have done good; motivating – when they are facing problem
- To ensure balance between personal life and work life
- Promote healthy competition

Utilization of public fund

- **Public Fund**- the money collected by the government (central, state, or local) through taxes, borrowings and other sources for the welfare of the society
- **Public procurement** – purchase of goods and services by government and its agencies
- Public procurement is critical to achieve inclusive and sustainable development
- There is an increase in public spending almost every year but it is not correlated with developmental outcomes

Challenges

- Corruption
- Pressure from foreign companies
- Inefficiency

Ethical behavior

- Transparency and accountability
- Allow the all participating suppliers to compete as equally as possible
- Rules must be clear, open and well understood
- Agencies should not seek benefits from supplier's practices that are objectionable, dishonest, unethical or unsafe
- Officials should not be influenced by personal relationship
- Employees should be trained in procurement procedures, record keeping and management; accountability and administrative law
- There should be regular reviews and audits
- It is not only important to do the right thing but also seen to be doing right thing
- Some of practices like benchmarking, citizen report card, community control and public expenditure tracking can be adopted

Quality of service delivery

- The biggest challenge before India is to ensure inclusive growth – the gains from the increased national income are to be shared by all sections of society
- It means – high quality basic services (education, health, food, and transportation) are to be provided to all citizens. Basic services play an important role in enhancing individual capabilities and helping them in participating fully in the growth of economy
- Public service delivery is one of the most significant and critical as it affects the lives of millions of people
- The government should ensure that these services are available uninterrupted all the time and at the cost within the reach of all
- Your most unhappy customers are the greatest source of learning – Bill gates

Good service delivery

- Make it easier for the people to do business with government Eg – Bangalore one
- Compare the people's expectation with organizations performance
- Readiness and willingness of employees to help customers
- Employees to have the required knowledge and skills to perform service

Sevottam model

2009- Improve the quality of public service delivery in the country

Three components

- Citizen charter – realistic and formed through consultation
- Public grievance redressal – complaint handling
- Excellence in service delivery – good management and continuous upgradation

Seven targets

- Timeliness
- Active discussion with stakeholders
- Effectiveness
- Responsiveness
- Courteous behavior
- Information facilitation – help centers
- Empathy

Values

- Competence - required skills and knowledge to perform the work efficiently
- Courtesy – respect and politeness
- Credibility – trustworthiness, customers best interest is the primary aspect
- Security – client should feel safe while utilizing the service of the organization
- Accessibility – easy approachability – location and time
- Communication – language and empathy
- Responsiveness – readiness and willingness of the employees to help the customers

Total quality management

- Customer focused
- Employee involvement
- Goal oriented
- Continual improvement
- Fact based decision making
- Customer involvement
- Committed leadership
- Strategic planning
- Effective training of employees

Challenges of corruption

Corruption

- Corruption is the manifestation of failure of ethics
- Corruption is misuse of public power for private benefit

Major Scams/Scandals

- 1948- Jeep scandal (Britain)
- 1980s- Bofors scandal (Sweden arms)
- 1990- hawala scandal (blackmoney-politicians)
- 1996 – fodder scam (Animal food, medicine, and equipment)
- 1999 – kargil coffin scam (USA)
- 2002 – Telgi scam (duplicate stamp papers)
- 2008 – 2G spectrum scam
- 2009 – satyam scam (ramalinga raju)
- 2010 – commonwealth scam
- 2012 – wakf board scam (Karnataka, land poor muslims, real estate)

Corruption perception index - Update

- By transparency international
- (Rank 1 least corruption)
- Based on the data of WB, WEF etc
- Score /100 (100 = very clean)

Gift vs Bribe

- Gift – something of value given without any expectation of return
- Bribe – something of value given with the hope of benefit
- It is often impossible to determine the expectation of giver, so we should be careful while accepting gift.

India is a soft state

- Term introduced by Gunnar Myrdal, a great socioeconomist in his Asian drama
- To refer indiscipline present in south Asia – deficiencies in legislation; low observance and enforcement; disobedience by public officials

Kautilya

- Just like one cannot resist tasting the drop of honey or poison on the tip of the tongue, a government servant can never resist devouring even a bit of the government revenue.
- We cannot confirm if a fish under water is drinking water or not; similarly, ascertaining the bribery, corruption and embezzlement on the part of government officials and policemen were equally impossible.
- Corruption is the misuse of government treasury; corruption leads to administrative inefficiency and it is an obstruction in the path of national development

War against corruption is mother of all wars

- Corruption is more at the top level; it distorts the fundamental decisions of the nation which impacts millions of lives.
- India is still a developing country; health, education, and electricity is yet to reach many
- There is a strong correlation among drugs, smuggling, terrorism, and corruption
- Money earned does not go to investment, but to foreign banks.
- Corruption in India in many cases leads to promotion not to prison

Causes

- Human greedy
- Society's respect for the rich people; society's acceptance of corruption
- Cumbersome administrative procedure, which leads to delay
- Legacy of colonial system
- Inefficient supervision

Solutions

- We should bring good governance while giving the community a sense of participation, ownership and empowerment.
 - Active participation of civil society and NGOs
 - Protection of whistleblowers through legislations
 - Social audits by local communities
 - Use of technology
 - Change in the attitude of people
 - Strict implementation of laws
 - Inculcation of values
 - Strong political will
 - Radical legislation
 - Greater transparency
 - Citizen's awareness
 - Alert media
 - A vigorous civil society
 - Idealistic businessmen
-

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.

Today we find that in spite of various measures like prescribing codes of conduct, setting up vigilance cells/commissions, RTI, active media and strengthening of legal mechanisms, corrupt practices are not coming under control.

- *Evaluate the effectiveness of these measures with justifications.*
 - *Suggest more effective strategies to tackle this menace.*
-

“Corruption causes misuse of government treasury, administrative inefficiency and obstruction in the path of national development.” Discuss Kautilya’s views.. (150 words).

Rameshwar successfully cleared the prestigious civil services examination and was excited about the opportunity that he would get through the civil services to serve the country. However, soon after joining the services, he realized that things are not as rosy as he had imagined.

He found a number of malpractices prevailing in the department assigned to him. For example, funds under various schemes and grants were being misappropriated. The official facilities were frequently being used for personal needs by the officers and staff. After some time, he noticed that the process of recruiting the staff was also not up to the mark. Prospective candidates were required to write an examination in which a lot of cheating was going on. Some candidates were provided external help in the examination.

Rameshwar brought these incidents to the notice of his seniors. However, he was advised to keep his eyes, ears and mouth shut and ignore all these things which were taking place with the connivance of the higher-ups. Rameshwar felt highly disillusioned and uncomfortable. He comes to you seeking your advice.

Indicate various options that you think are available in this situation. How would you help him to evaluate these options and choose the most appropriate path to be adopted? 250 words.

Saraswati was a successful IT professional in USA. Moved by the patriotic sense of doing something for the country she returned to India. Together with some other like-minded friends, she formed an NGO to build a school for a poor rural community.

The objective of the school was to provide the best quality modern education at a nominal cost. She soon discovered that she has to seek permission from a number of Government agencies. The rules and procedures were quite confusing and cumbersome. What frustrated her most was delays, callous attitude of officials and constant demand for bribes. Her experience and the experience of many others like her has deterred people from taking up social service projects.

A measure of Government control over voluntary social work is necessary. But it should not be exercised in a coercive or corrupt manner. What measures can you suggest to ensure that due control is exercised but well meaning, honest NGO efforts are not thwarted?

A building permitted for three floors, while being extended illegally for 6 floors by a builder, collapses. As a consequence, a number of innocent labourers including women and children died. These laborers are migrants of different places. The government immediately announced cash relief to the aggrieved families and arrested the builder.

Give reasons for such incidents taking place across the country. Suggest measures to prevent their occurrence. (250 words. 20)

Strengthening of ethical and moral values in governance

- Public servants are expected to maintain high level of ethics and integrity which serves the interests of the society; while at the same time they should demonstrate personal responsibility, diplomacy, and truthfulness.
- They should serve the public interest while being honest, lawful, and trustworthy.
- Civil servants should have concern and respect for the nation. They should keep in mind the impact of their action on nation's strength and prestige.
- They should know the basic principles that they are expected to apply in their work – equality, fairness, impartiality, and objectivity.
- Laws and regulations should provide the framework of ethical standards.
- Guidance and internal consultation mechanism should be made available to help them apply these principles.
- When they try to expose wrongdoing, they should have clear rules and procedures, protection and support.
- Political leaders should encourage ethical behavior and their commitment is to be demonstrated by example.
- Decision making process should be transparent and open to scrutiny.
- There should be clear guidelines to deal with private sector – procurement and outsourcing.
- There should be appropriate procedures and sanctions to deal with misconduct of officials.

Ethics in Public Administration

- Public services plays an important role in our goal towards the more inclusive and sustainable growth
- Public servants should have high ethical standards which is critical to gain public trust – devotion to work, spirit of service, integrity, honesty, courage, determination and unbeatable determination.
- Money should not be the primary motivator. From postman to prime minister everyone is involved in the process of nation building.
- “Remember, your work may be only to sweep a railway crossing, but it is your duty to keep it so clean that no other crossing in the world is as clean as yours” Dr. M Visvesvaraya
- Duty is not only limited to official obligation but also to ethical concerns. A civil servant should not only lead with head but also with heart.
- With honesty, perseverance and determination equally important are compassion and tolerance.
- Public servant should serve the public interest by providing the public services in an open, transparent, efficient and effective manner.
- Public servant should be available to the public when they are in need; should be innovative with respect to providing solutions to the people’s problems.
- Civil servant should uphold the values enshrined in the constitution and should respect the social values.

General Guidelines to the civil servant

- A civil servant shall behave in a way that would enhance public confidence in public administration.
- The civil servant shall fulfill official duties pursuant to policy objectives and guidelines set by the government.
- The civil servant shall fulfill official duties diligently, responsibly, giving equal treatment to all members of society.
- The civil servant shall use the working time efficiently.
- The civil servant shall be polite, courteous, helpful and respectful towards other civil servants and members of society, respecting their rights and obligations.
- The civil servant shall provide truthful information to other civil servants and the public
- The civil servant shall use all rights set forth in legislative acts to protect the public interests.
- In conflict situations, the civil servant shall act objectively considering the parties' arguments and trying to find a solution to the conflict.

- The civil servant shall not abuse ignorance and mistakes of other civil servants or members of society.
- The civil servant shall admit and correct mistakes.
- The civil servant shall not take into account personal interests in the performance of official duties.
- The official shall not influence other civil servants in order to obtain personal benefit.
- The civil servant shall use the official status and information obtained while performing official duties solely in the public interest.
- The civil servant shall try to prevent unlawful behaviour that is contrary to the established principles of conduct in the institution and country.
- The civil servant shall submit a report to the next higher official on duties, which do not comply with the principles of conduct. The official shall examine the report and take decision accordingly.
- If conduct of the civil servant does not comply with the established principles of conduct, a natural or legal person shall have the right to make complaint to the head of respective institution.
- The head of the institution shall review the complaint and decide on disciplinary proceedings. Complaints about the conduct of the head of institution shall be submitted to the Minister. The respective official shall review the complaint and decide on disciplinary proceedings.

“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. (150 words)

With regard to the morality of actions, one view is that means is 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. (150 words)

“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 realize that the state bureaucracy might possess its own independent bureaucratic morality.” Critically analyse this statement. (2016)

You are heading a district administration in a particular department. Your senior officer calls you from the State Headquarters and tells you that a plot in Rampur village is to have a building constructed on it for a school. A visit is scheduled during which he will visit the site along with the chief engineer and the senior architect. He wants you to check out all the papers relating to it and to ensure that the visit is properly arranged. You examine the file which relates to the period before you joined the department. The land was acquired from the local Panchayat at a nominal cost and the papers show that clearance certificates are available from the two of the three authorities who have to certify the site's suitability. There is no certification by the architect available on file. You decide to visit Rampur to ensure that all is in order as stated on file. When you visit Rampur, you find that the plot under reference is part of Thakurgarh Fort and that the walls, ramparts, etc., are running across it. The fort is well away from the main village, therefore a school here will be a serious inconvenience for the children. However, the area near the village has potential to expand into a larger residential area. The development charges on the existing plot, at the fort, will be very high and the question of heritage site has not been addressed. Moreover, the Sarpanch, at the time of acquisition of the land, was a relative of your predecessor. The whole transaction appears to have been done with some vested interest.

- (a) List the likely vested interests of the concerned parties.*
- (b) Some of the options for action available to you are listed below. Discuss the merits and demerits of each of the options :*
 - (i) You can await the visit of the superior officer and let him take a decision.*
 - (ii) You can seek his advice in writing or on phone.*
 - (iii) You can consult your predecessor/colleagues, etc., and then decide what to do.*
 - (iv) You can find out if any alternate plot can be got in exchange and then send a comprehensive written report.*

Can you suggest any other option with proper justification? (250 words) 25

A big corporate house is engaged in manufacturing industrial chemicals on a large scale. It proposes to set upon the additional unit. Many states rejected its proposal due to the detrimental effect on the environment. But one state government acceded to the request and permitted the unit close to a city, brushing aside all opposition.

The unit was set up 10 years ago and was in full swing till recently. The pollution caused by the industrial effluents was affecting the land, water and crops in the area. It was also causing serious health problems to human beings and animals. This gave rise to a series of agitation thousands of people took part, creating a law and order problem necessitating stern police action. Following the public outcry, the State government ordered the closure of the factory.

The closure of the factory resulted in the unemployment of not only those workers who were engaged in the factory but also those who were working in the ancillary units. It also very badly affected those industry which depended on the chemicals manufactured by it.

As a senior officer entrusted with the responsibility of handling this issues, how are you going to address it? (250 words)

Probity in governance

- Probity means having strong moral standards such as honesty, integrity and values. Probity encompasses all good values and virtues. Hindi Meaning of Probity is “Satya-Nishtha”.
- Probity is the most important quality of governance that helps the later to perform its duties with due respect and sincerity.
- Due to different anomalies like corruption; insensitivity ; red tapism ; irresponsibility; disrespect to office and law ; the governance system has lost its credibility in the eyes of people.
- Probity in governance is an essential and vital requirement for an effective system of governance and for socio economic development
- An important prerequisite for ensuring probity is absence of corruption. The other requirements are effective rules, laws, and regulations governing every aspect of public life. More important an effective and fair implementation of those laws
- A proper, fair, and effective implementation of law is facet of discipline. Unfortunately for India, discipline is disappearing fast from public life (Gunnar Myrdal). Without discipline no real progress is possible
- While in west a man who rises to position of higher authority develops greater respect for laws, the opposite is true in our country. The mark of a person holding high position is the ease with which he can ignore the laws and regulations.

Characteristics of probity

- Politicians and officials are not involving in corruption
- Fulfillment of the society’s expectation
- Judicious use of resources
- Compassion towards weaker section
- Tolerance towards the diversity of our nation
- Dedication towards our national goal
- Proactive judiciary
- An enlightened legislature
- A dynamic civil society
- Competitive private sector
- A strong political accountable system

Concept of Public Service

- Services performed for the benefit of the public. Though the NGOs and private sector involved in this process, the government plays an important role.
- All the essential and basic services which the government of a country provides to its citizens within its capability and willingness; under its financial and an administrative constraint is the public service.

- Public service includes the maintaining law and order, providing emergency services, safety and security to the citizens, healthcare, social security, education, and employment service.
- Public service constitutes goods and services that provides enabling government to people to achieve peaceful, dignified, happy and meaningful life.
- Public services should be available, affordable, and accessible.
- Public service is an opportunity to transform socioeconomic conditions of our nation

What do you understand by 'probity' in public life? What are the difficulties in practicing it in the present times? How can these difficulties be overcome?

What do you understand by the terms 'governance', 'good governance' and 'ethical governance'? (150 words) 10

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. (2017-150 Words, 10)

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 the contemporary times. (2017-150 Words, 10)

Corporate governance

- Corporate is form of business organization with limited liability of owners and continuity of existence
- Corporate governance is the system by which companies are directed and controlled.

Ethical CG

- Application of best management practices
- Compliance of law in true letter and spirit
- Adherence to ethical standards for effective management
- Distribution of wealth
- Discharge of social responsibility
- Sustainable development of all the stakeholders
- Truthful and reliable advertisement
- Encourage feedback from customers
- Free and open competition

Stakeholders of the company

- Shareholders
- Managers
- Board of directors
- Employees
- Customers
- Creditors
- Suppliers
- Community

Four pillars/values of CG

- Accountability – Management to BOD; BOD to shareholders
- Fairness – protect the shareholders right; treat the all shareholders equally; effective Grievance redressal mechanism
- Transparency – ensure timely and accurate disclosure of all relevant information – financial situation, company performance etc
- Independence – independent directors and advisors should be free from the influence of others; suitable procedures to avoid conflicts of interest

Corporate social responsibility

- Applicability (a) **net worth** of the company to be Rs 500 crore or more; (b) **turnover** of the company to be Rs 1000 crore or more; (c) **net profit** of the company to be Rs 5 crore or more.
- At least 2% of the profit

CSR Programs

- Eradicating extreme hunger and poverty
- Promoting of education
- Promoting gender equality
- Empowering women
- Reducing child mortality
- Ensuring environmental sustainability
- Enhancing vocational skills
- Contribution of PM national relief fund ...etc

Analysis

- Social welfare; Better than 2% extra tax; More employment
- Leading to creative accounting

Benefits of ethical governance

- Helps in brand formation
- Maintain the investors' confidence
- Positive impact on share price
- Corporate success and economic growth
- Employee satisfaction

Examples

- Wipro – women empowerment
- Volkswagen – environmental friendly technology
- Reliance – project drishti
- Tata – TIFR, IISc

*Corporate social responsibility makes companies more profitable and sustainable. Analyse.
(2017-150 Words, 10)*

One of the scientists working in the R & D laboratory of a major pharmaceutical company discovers that one of the company's best selling veterinary drugs, B has the potential to cure a currently incurable liver disease that is prevalent in tribal areas. However, developing a variant of the drug suitable for human beings entailed a lot of research and development having a huge expenditure to the extent of 50 crores rupees. It was unlikely that the company would recover the costs as the disease was rampant only in poverty-stricken area having very little market otherwise.

If you were the CEO, then—

- (a) Identify the various actions that you could take;*
- (b) Evaluate the pros and cons of each of your actions.*

ABC Ltd is a large transnational company having diversified business activities with a huge shareholder base. The company is continuously expanding the generating employment. The company, in its expansion and diversification programme, decides to establish a new plant at Vikaspuri, an area which is underdeveloped. The new plant is designed to use energy efficient technology that will help the company to save production cost by 20%. The company's decision goes well with the Government policy of attracting investment to develop such underdeveloped regions. The government has also announced tax holiday for five years for the companies that invest in underdeveloped areas. However, the new plant may bring chaos for the inhabitants of Vikaspuri region, which is otherwise tranquil. The new plant may result in increased cost of living, aliens migrating to the region, disturbing the social and economic order. The company sensing the possible protest tried to educate the people of Vikaspuri region and public in general that how its Corporate Social Responsibility (CSR) policy would help overcome the likely difficulties of the residents of Vikaspuri region. In spite of this the protests begin and some of the residents decided to approach the judiciary as their plea before the Government did not yield any result.

- a) Identify the issues involved in the case*
 - b) What can be suggested to satisfy the company's goal and to address the residents' concern?*
-

Ethics in International Relations

Why?

- Today IRs are not limited to trade, it has economical, social and cultural impacts.
- Globalization is not mechanical, it is human need born from the quest for satisfaction, recognition and for communication
- World is becoming a better place to live in terms of economic prosperity but in terms of equality, peace, environment and human right it has not been so
- Management of global commons – High seas, Antarctica, climate change, and space
- If no ethics – unfriendly relations, unethical competition and destruction of human race.

What?

The Five Principles, as stated by the Panchsheel Treaty, signed between India and China on April 29, 1954, are:

- Mutual respect for each other's territorial integrity and sovereignty.
- Mutual non-aggression.
- Mutual non-interference in each other's internal affairs.
- Equality and cooperation for mutual benefit.
- Peaceful co-existence.

These principles are relevant even today.

- **Golden rule of ethics** – we should do to others what we want others to do us.
- Respect the diversity of the world. Encourage the various culture, civilization and religions to respect one another.
- Support the larger representation in this multipolar world.
- Utilitarianism- Maximum good to the maximum number of people
- Actively seek peaceful and common development in order to realize common dreams.

Role of International civil servants

- Focus on IN cooperation for just and peaceful world.
- They should not act as representative of their countries.
- Understand the cultural differences; respect the social values; tolerance towards the different viewpoints.
- Respect the fundamental rights of each nation and each individual
- Work towards the economic and social progress of all nations, priority to the developing nations.

Ethics in International Funding

- To maintain healthy relations between both the giver and the taker country, ethics in giving of the aid is important.
- The voice of all the countries should be duly heard whether they are the beneficiary countries or the one giving the benefit.
- The rich countries would ensure that they help the developing countries duly, both in terms of financial resources and in terms of technology => dependents vs self dependents
- No stringent rules are applied onto the beneficiary country and it is given full opportunity to grow and develop
- International funding and aid is important on humanitarian grounds and should be ensured to maintain healthy relations between the countries.

Foreign Aid – India

- Until 2004, India had accepted aid from foreign governments. India took a decision after 2004 tsunami that it would not accept foreign government aid anymore.
- This policy is limited to foreign governments and does not extend to individuals and charity organisations.
- PIOs, NRIs or international foundations could send money from overseas to the Prime Minister's or Chief Minister's relief fund.

No

- Affects our self-esteem
- India's in-principle policy is being an aid-giver and not an aid-taker.
- India should demonstrate that it had the strength to withstand and counter calamities and also help its neighbours
- Permanent member of the UNSC and superpower status by 2020.
- Interfere in the country's internal affairs; may try to influence decisions

Yes

- No sign of weakness.
- Democracies should respond to emergencies
- India has a longstanding tradition of rushing help elsewhere.
- No one will think India is any more powerful if it turns away foreign assistance.
- Refusing the aid may also have a negative impact on India's relations with the other countries.

- Even the most advanced nations do not let their economic power hinder the acceptance of humanitarian aid in calamities and India should behave no differently.

Way Forward

- Offers of aid from foreign governments must be scrutinised to see if they compromise national security and other interests.
- We should not reject an offer as a matter of policy but see what the offer is and fine-tune our decision accordingly.
- Technology and best practices can be obtained from the foreign countries by careful planning and consultations.

At the international level, the bilateral relations between most nations are governed on the policy of promoting one's own national interest without any regard for the interest of other nations. This leads to conflicts and tensions between the nations. How can ethical consideration help resolve such tensions? Discuss with specific examples. (150 words)

Strength, peace and security are considered to be the pillars of international relations. Elucidate. (2017-150 Words, 10)

Human Values

- Human values are necessity in today's society and business world. Human values are the features that guide people to take into account the human element when one interacts with other human.
- They have many positive characters that create bonds of humanity between people and thus have value for all human beings. They are strong positive feelings for the human essence of the other.
- These human values have the effect of bonding, comforting, reassuring and procuring serenity.
- In simple term, human values are described as universal and are shared by all human beings, whatever their religion, their nationality, their culture, and their personal history. By nature, they persuade consideration for others.
- These are the virtues that guide when one interacts with other human beings
- These are the values which we should have when others are in need and we expect others to have when we are in need.

Common human values are as under:

1. Brotherhood, friendship, empathy, compassion, and love.
2. Openness, listening, welcoming, acceptance, recognition, and appreciation.
3. Honesty, fairness, loyalty, sharing, and solidarity.
4. Civility, respect, and consideration.

Values

- Values are the *guiding principles* of our lives. They are essential for positive human behaviour and actions in our daily lives. They are formed on the basis of interests, choices, needs, desires and preferences.

Why Values are needed?

We encounter several circumstances every day which test our patience, our character and peace of mind. We have to make tough decisions each day. What guide us in these circumstances are our values. Our values serve as markers to tell if life is heading in the right direction.

When our actions and words are aligned with our values, life feels good and we feel content, confident and satisfied. But when our behaviours don't match-up with our values, we sense an uneasiness that grows inside us. This uncomfortable feeling tells us that not all is good right now. We feel out-of-sorts. These feelings can be a source of anxiety and unhappiness. We need value in our lives to:

- Guide us in the right path.
- Learn the importance of certainty, goodness and beauty.
- Give direction to life and bring joy.
- Learn satisfaction towards life.

- Attain peace in life.
- Develop character.
- Preserve our culture and heritage
- Bring changes in behaviour towards positive thoughts;
- Promote the peace and harmony in the society

How values are different from Ethics?

Ethics is a branch of philosophy that used to study ideal human behaviour and ideal ways of being. What is ethical and unethical is judged by social standards and vary from person to person. Values are the *embodiment of what an individual stands for*, and they are basis for the behaviour which forms the basis for ethics. Both ethics and values are situational and changeable in relevant circumstances.

How values are different from beliefs?

A belief is an internal *feeling that something is true*, even though that belief may be unproven or irrational. For example, I believe that if I see a black cat crossing the road, it indicates a bad luck. On the other hand, a value is a measure of the worth or importance a person attaches to something. Our values are often reflected in the way we live our lives, for instance, we value freedom of speech, or we value our families etc.

Role of Family

Role of family and society in teaching values:

Bulk of literature have shown that the family and society plays a significant role in shaping moral values of child. There is a strong bonding between the parents and children, which determines the personality of child. Family is the basis on which values are built.

Moral values such as truthfulness, happiness, peace, justice are inculcated in children's thoughts, feelings and actions and they function as ideals and standards that govern their actions in their life. The value system practised in the family becomes automatic to the young family members if they are taught moral values thoroughly. The family has a great responsibility to pass on to the children many truths and values, and competencies to accomplish their place in life, whatever the society, whatever the culture or times. The eternal values of Truth, Right Conduct, Peace, Love and Harmlessness (Non-Violence) are transmitted on first through the family. Mothers are the first teachers. Mother is foundational, central, life-bringer and life-shaper. From their mothers, children acquire self-knowledge, self-confidence, learn self-satisfaction, self-worth, the capacity for self-sacrifice.

The family, forms the child's viewpoint towards people and society, and helps in mental development in the child and supports his desires and values. Delightful and joyful atmosphere in the family will develop the love, affection, tolerance, and generosity. A child learns his behaviour by demonstrating what he sees around him. Family also contribute significantly in helping a child socialize and has great influence and bearing on the progress of the child. In joint

family system, the presence of elders in the family plays an effective role in social and moral development of the children. It will also aid young generation of the family to develop human values and eliminate their negative mental tendencies when they are among elders.

Children recognize themselves with their parents, other family elders and espouse them as their personal models for emulation and imitation. The behavioural problems are set correct only by the involvement of family in the child's life as they spend most of their time in adolescence with the parents. Family is the first social organisation that provides the immediate closeness from which the child can learn his behaviour.

Social standards and customs demarcated by a family provide the emotional and physical basis for a child. Values developed by a family are the groundwork for how children learn, grow and function in the world. These principles, transmits the way of life a child lives and changes into an individual in a culture. These values and morals guides the individual every time in his actions. Children turn out to be a good person because of the value taught and given by his family members. Philosophies passed down from generation to generation make up a family values. Customs and Traditions followed and taught by the family leads a disciplined and organized life.

Families values helps the child to stand strong on his views regardless of others efforts to break through with opposing views. A child has a strong sense of what is right and wrong and are less likely to become sufferers of deviant influences.

Role of educational institutions in inculcating values:

Value education is important to help everyone in improving the value system that he/she holds and puts it to use. Once, one has understood his/ her values in life he/she can examine and control the various choices he/she makes in his/ her life. Many reports signify that the aim of educational institutions should not only be to teach education alone but should also be to inculcate values and improving skills of children and teens.

Education as important driver to enhance value

In school, children are affiliates of a small society that exerts a great influence on their moral development. Teachers serve as role model to students in school. They play a major role in inculcating their ethical behaviour

Peers at school diffuse confidence about cheating, lying, stealing, and consideration for others. Though there are rules and regulations, the educational institutions pervade the value education to the children in an informal way. They play a key role in developing ethical behaviour in children.

General Steps are as under:

Accountability: The children should be exhilarated to be accountable for their own actions and should learn to respect and treat others kindly.

Role model: The teachers are the first role model to the children outside their family. When the children see the model showing concern for others, motivating them for their good deeds and

cooperating and helpful with their academic issues, the children learn them by observing and imitate it with fellow peers. Helping: The children are taught basic morals and values in school. They should be taught by emphasizing the idea through many activities, stories and tales, which will encourage them to engage in more helping behaviours.

Appreciation: The teacher should appreciate the children for developing pro-social behaviour, especially for any specific action they have done to help others. It is appraised that human values enhances person's life but in present scenario, these values are deteriorated in several countries. This trend of weakening in human values does not only pose serious threat to the future course of development of the nation but even for its survival, respect and authority itself. However, change in social/human values in younger group is unavoidable with time but the decline in Indian youth group is at disturbing rate as compared to other country around the globe. It devolves on the parents, teachers and society to imbibe the desired human values in young age group

To summarize, values are bridge between individual and social. Individual holds value but others influence the formation of those values. In philosophical frameworks, values are those standards or code for conduct conditioned by one's cultural doctrines and guided by conscience, according to which human being is supposed to conduct himself and shape his life patterns by integrating his beliefs, ideas and attitudes to realize cherished ideas and aims of life. Families, groups and societies tend to share common values. Family has been regarded as cornerstone of society. It forms a basic unit of social organisation.

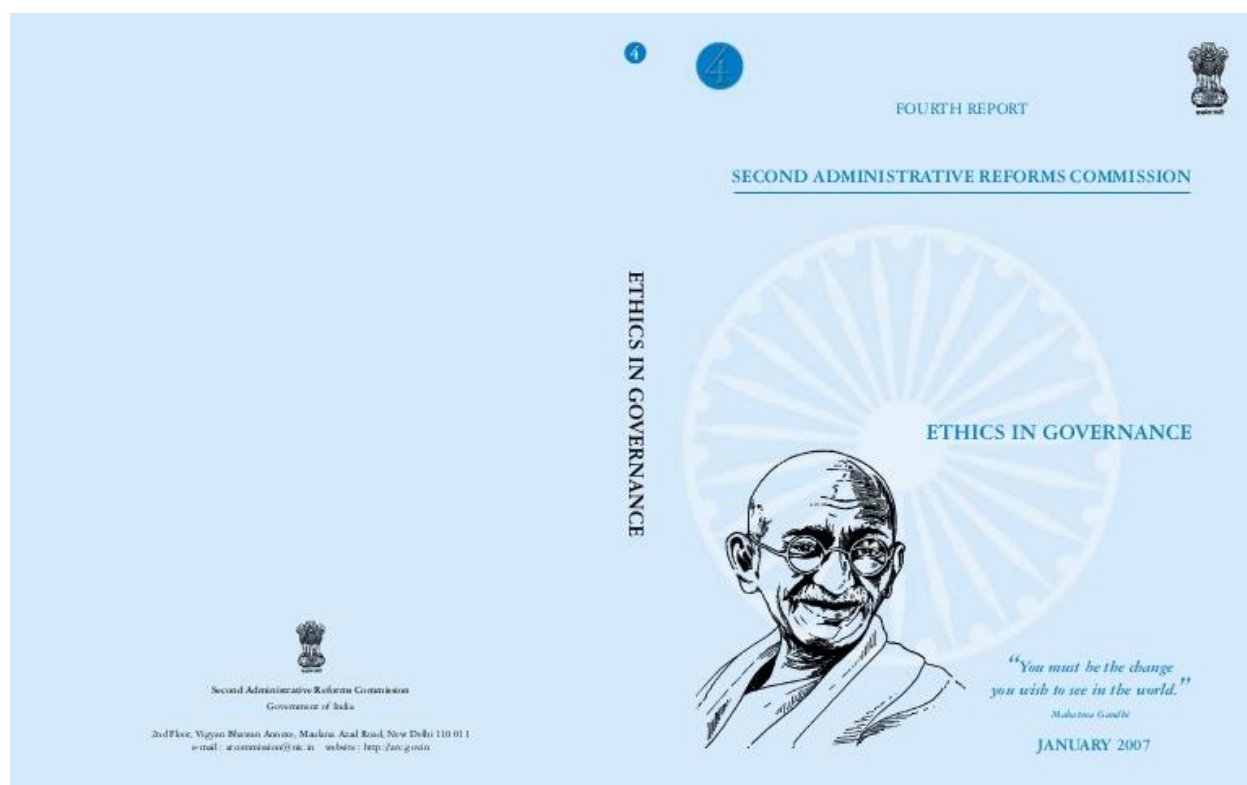
“If a country is to be corruption free and become a nation of beautiful minds, I strongly feel there are three key societal members who can make a difference. They are father, the mother and the teacher.” – A. P. J. Abdul Kalam. Analyse. (2017-150 Words, 10)

Value Addition Notes - Ethics in Governance – Second ARC



सत्यमेव जयते

SECOND ADMINISTRATIVE REFORMS COMMISSION



Quotes

- “As human beings, our **greatness** lies not so much in being able to remake the world - that is the myth of the atomic age - as in being able to remake ourselves”-Mahatma Gandhi
- “**Rivers** do not drink their waters themselves, nor do **trees** eat their fruit, nor do the **clouds** eat the grains raised by them. The wealth of the noble is used solely for the benefit of others.”

Ethics and Corruption

- **Ethics is a set of standards** that society places on itself and which help guide behaviour, choices and actions. The standards do not, by themselves, ensure ethical behaviour; that requires a robust culture of integrity
- The crux of **ethical behaviour** does not lie in bold words and expressions enshrined as standards, but in their **adoption in action, in sanctions against their violations, in putting in place competent disciplinary bodies to investigate allegations of violations and impose sanctions quickly and in promoting a culture of integrity**
- Corruption is an important manifestation of the failure of ethics. The word ‘corrupt’ is derived from the Latin word ‘corruptus’, meaning ‘to break or destroy’
- The word ‘ethics’ is from the original Greek term ethikos, meaning ‘arising from habit’.
- It is unfortunate that corruption has, for many, become a matter of habit, ranging from grand corruption involving persons in high places to retail corruption touching the everyday life of common people
- Anti-corruption interventions so far made are seen to be ineffectual and there is widespread public cynicism (distrust) about them
- Corruption is so deeply entrenched in the system that most people regard corruption as inevitable and any effort to fight it as futile

There are two, somewhat contrary, approaches in **dealing with corruption** and abuse of office.

- The first is **overemphasis on values and character**. Many people lament the decline in values and the consequent rise in corruption. The implicit assumption is that until values are restored, nothing much can be done to improve the conduct of human beings
- The second approach is based on the belief that most **human beings are fundamentally decent** and socially conscious, but there is always a small proportion of people, which cannot reconcile individual goals with the good of society. Such deviant people tend to pursue personal gain at the cost of public good and the purpose of organized government is to punish such deviant behaviour

If good behaviour is consistently rewarded and bad behaviour consistently punished, the bulk of the people follow the straight and ethical path

- However, if good behaviour is not only not rewarded, but is actually fraught with difficulties and bad behaviour is not only not punished, but is often extravagantly rewarded, then the bulk of the people tend to stray from the honourable path

In the real world, both values and institutions matter.

- Values are needed to serve as guiding stars, and they exist in abundance in our society. A sense of right and wrong is intrinsic to our culture and civilization.
- But values need to be sustained by institutions to be durable and to serve as an example to others. Values without institutional support will soon be weakened and dissipated
- Public office and control over public purse offer enormous temptation and opportunity to promote private gain at public cost.
- Therefore, creation of institutions and designing of incentives are of utmost importance in promoting ethical conduct of public servants

In our society, **corruption** and abuse of office has been **aggravated by three factors**.

- First, there is a colonial legacy of **unchallenged authority** and propensity to exercise power arbitrarily. In a society which worships power, it is easy for public officials to deviate from ethical conduct.
- Second, there is enormous **asymmetry of power** in our society. Nearly 90% of our people are in the unorganized sector. And nearly 70% of the organized workers with job security and regular monthly wage are employed by the state directly or through public sector undertakings. Almost all these employees are 'educated' in a largely illiterate and semiliterate society and economically even the lowliest of public servants are better off than most people in the country.
- Third, as a conscious choice, the Indian state in the early decades after Independence chose a set of policies whose unintended consequence was to put the citizen at the mercy of the State. **Over regulation, severe restrictions on economic activity, excessive state control**, near-monopoly of the government in many sectors and an economy of scarcity all created conditions conducive to unbridled corruption

Focus Areas to deal with the Corruption

- It is generally recognized that **monopoly and discretion** increase the propensity to corruption while **competition and transparency** reduce corruption. This has been dramatically witnessed in India in the wake of economic liberalization

- Similarly, wherever **technology** and transparency have been introduced, corruption has been significantly contained. Computerization and access to information have made many services from railway reservation to issuing of driving licenses increasingly free from corruption
- A factor which increases corruption is **over-centralization**. The more remotely power is exercised from the people, the greater is the distance between authority and accountability
- It is well recognized that every democracy requires the **empowerment of citizens** in order to hold those in authority to account. Right to Information, effective citizens' charters, opportunity and incentives to promote proactive approach of citizens, stakeholders' involvement in delivery of public services, public consultation in decision making and social auditing are some of the instruments of accountability that dramatically curbed corruption and promoted integrity and quality of decision making
- Therefore, **enforcement of rule of law and deterrent punishment** against corruption are critical to build an ethically sound society
- Perhaps the most important determinant of the integrity of a society or the prevalence of corruption is the **quality of politics**. But if honesty is incompatible with survival in politics, and if public life attracts undesirable and corrupt elements seeking private gain, then abuse of authority and corruption become the norm. In such a political culture and climate, desirable initiatives will not yield adequate dividends.

Coercive and Collusive Corruption

- Delays, harassment, lost opportunity, loss of precious time and wages, uncertainty and, at times, potential danger of loss of life could result from resistance to corruption and non-compliance with demands. In such cases, the citizen is an unwilling victim of **coercive corruption**.
- Awarding of contracts for public works and procurement of goods and services, recruitment of employees, evasion of taxes, substandard projects, violation of regulations, adulteration of foods and drugs, obstruction of justice and concealing or doctoring evidence in investigation are all examples of **collusive corruption**

Corruption is a global phenomenon and has also become a serious global concern.

- The United Nations Convention against Corruption was adopted by the UN General Assembly in October 2003, providing an international instrument against corruption
- The ADB-OECD Anti-Corruption Action Plan, which has been signed by the Government of India, is a broad understanding to further the cause of inter-regional cooperation in the matter of prevention of corruption

- The World Bank has also declared war against corruption by refusing to fund projects whose implementation is tainted by corrupt practices
- A joint statement was issued by IMF and World Bank agreeing on a framework for preventing and combating fraud and corruption in the activities and operations of their institutions

What we have done?

- The Supreme Court has ruled that candidates contesting elections should file details regarding their wealth, educational qualifications and criminal antecedents along with their nomination papers.
- The Right to Information Act, which has recently been enacted, is a potent weapon to fight corruption.
- The introduction of information communication technologies, e-governance initiatives and automation of corruption prone processes in administration have succeeded in reducing corruption

What else?

- The escalating levels of corruption in various segments of our economy resulting in large scale generation of black money, serious economic offences and fraud, and money laundering leading even to the funding of terrorist activities against the State, have created a grave situation which needs to be dealt with severely.
- Benami properties of corrupt public servants need to be forfeited, as also the assets illegally acquired from corrupt practices.
- Whistleblower legislation has to be put in place to protect informants against retribution.
- Also, we have to suitably strengthen the institutional framework for investigating corrupt practices and awarding exemplary punishment to the corrupt thereby raising the risk associated with corrupt behavior
- There is need for ethics in every profession, voluntary organization and civil society structure as these entities are now vitally involved in the process of governance.
- Finally, there should be ethics in citizen behaviour because such behaviour impinges directly on ethics in government and administration

Issue - Criminalization of Politics:

- Participation of criminals (43% and 29%) in the electoral process, for political parties individuals with criminal background secure votes through use of money and muscle power.

Recommendation

- Section 8 of the Representation of the People Act, 1951 needs to be amended to disqualify all persons facing charges related to grave and heinous offences and corruption
- The heinous offences listed murder, abduction, rape, dacoity, waging war against India, organized crime and narcotics offences.
- It also seems reasonable to disqualify persons facing corruption charges, provided the charges have been framed by a judge/magistrate after prima facie (enough) evidence.
- As a precaution against motivated cases, it may be provided that only cases filed six months before an election would lead to such disqualification.

Issue - Political Funding:

- Political parties are funded through private donations. Large, illegal and illegitimate use of expenditure in elections is another root cause of corruption.

Recommendation

- A system for partial state funding should be introduced in order to reduce the scope of illegitimate and unnecessary funding of expenditure for elections.

Issue - Defection

- Defection is defined as either voluntarily giving up the membership of his party or disobeying (abstaining or voting against) the directives (political whip) of the party leadership on a vote in legislature.
- Aaya Ram Gaya Ram expression in politics of India means the frequent switching parties and political horse trading in the legislature by the elected politicians and political parties.
- It represents manipulation of the political system for furthering private interests, and has been a potent source of political corruption.
- The 91st Amendment to the Constitution was enacted in 2003 to tighten the anti-defection provisions of the Tenth Schedule.
- The Chairman or the Speaker of the respective legislative house to be the ultimate decision-making authority in case of any disqualification that arises
- Questions were raised about the nonpartisan role of the Speaker due to his/her political background with the party from which he/she was elected as the Speaker.

Recommendation

- The issue of disqualification of members on grounds of defection should be decided by the President/Governor on the advice of the Election Commission.

Issue 4 - Coalition and Ethics

- Coalition partners change partnerships mid-stream and new coalitions are formed, primarily driven by opportunism and craving for power in utter disregard of the common minimum programme agreed prior to government formation

Recommendation

- The Constitution should be amended to ensure that if one or more parties in a coalition with a common programme mandated by the electorate either explicitly before the elections or implicitly while forming the government, realign midstream with one or more parties outside the coalition, then Members of that party or parties shall have to seek a fresh mandate from the electorate.

Issue - Appointment of the Chief Election Commissioner

- Article 324 of the constitution stipulates the appointment of Chief Election commissioner by the president on the advice of prime-minister.

Recommendation

- A collegium headed by the Prime Minister with the Speaker of the Lok Sabha, the Leader of Opposition in the Lok Sabha, the Law Minister and the Deputy Chairman of the Rajya Sabha as members should make recommendations for the consideration of the President for appointment of the Chief Election Commissioner and the Election Commissioners.

Issue - Disposal of Election Petitions

- Election petitions in India are at present to be filed in the High Court. Under the Representation of the People Act, such petitions should be disposed of within a period of 6 months.
- In actual practice however, such petitions remain pending for years and in the meanwhile, even the full term of the House expires thus rendering the election petition infructuous.

Recommendations

- Special Election Tribunals should be constituted at the regional level under Article 323B of the Constitution to ensure speedy disposal of election petitions and disputes within a stipulated period of six months
- Each Tribunal should comprise a High Court Judge and a senior civil servant with at least 5 years of experience in the conduct of elections (not below the rank of an Additional Secretary to Government of India/Principal Secretary of a State Government).

Issue – Ethical Framework for Ministers in India

- Government of India has prescribed a Code of Conduct which is applicable to Ministers of both the Union and State Governments.
- The authority for ensuring the observance of the present Code of Conduct is the Prime Minister in the case of Union Ministers, the Prime Minister and the Union Home Minister in the case of Chief Ministers, and the Chief Minister concerned in the case of Ministers of the State Government.

Recommendations

- In addition to the existing Code of Conduct for Ministers, there should be a Code of Ethics to provide guidance on how Ministers should uphold the highest standards of constitutional and ethical conduct in the performance of their duties.
- Dedicated units should be set up in the offices of the Prime Minister and the Chief Ministers to monitor the observance of the Code of Ethics and the Code of Conduct.
- The Code of Ethics, the Code of Conduct and the annual report (observance) should be put in the public domain.
- The unit should also be empowered to receive public complaints regarding violation of the Code of Conduct.

Issue - Ethical Framework for Legislators

- Each of the two Houses of Parliament has an ethics committee. They deal with the members' conduct.
- Besides overseeing the moral and ethical conduct of members, ethics committee also prepares a Code of Conduct for members, which are amended from time to time.
- The ethics committee in Lok Sabha has 15 MPs. In Rajya Sabha this number stands at 10.

Recommendations

- An Office of 'Ethics Commissioner' may be constituted by each House of Parliament.
- This Office, functioning under the Speaker/Chairman, would assist the Committee on Ethics in the discharge of its functions, and advise Members, when required, and maintain necessary records.
- All State legislatures may adopt a Code of Ethics and a Code of Conduct for their Members.
- Annual Reports providing details including transgressions may be placed on the Table of the respective Houses.

Issue - Code of Ethics for Civil Servants

- 'Public Service Values' towards which all public servants should aspire, should be defined and made applicable to all tiers of Government.
- Any transgression of these values should be treated as misconduct, inviting punishment.
- Conflict of interest should be comprehensively covered in the Code of Ethics and in the Code of Conduct for officers.

The commission recommends

- Unconditional commitment to constitutional values like equality, liberty, justice and secularism
- Impartiality, non-partisanship and apolitical attitude ensure free and fair decision making and promote collective good in society.
- Objectivity requires carrying out various public businesses on basis of merit.
- Commitment to citizen's concerns has also been identified.
- Empathy for the weaker sections has rightly been included in the recommendations.
- Accountability and ownership public service now-a-days lack accountability. To this end the commission recommends that public service should be accountable for their decisions and actions to public. They should come forward and take responsibility of the issues. This will solve many corruption related issues.
- Devotion to duty and exemplary behavior has rightly been identified as attributes to be inculcated in public service.

The practicing of these codes while performing the service needs to be inculcated throughout the career of a public servant as they are pillars on which the entire edifice of good and ethical governance stands

Issue - Ethical Framework for the Judiciary

- An independent judiciary enjoying public confidence is a basic necessity of the rule of law.

Recommendations

- A National Judicial Council should be constituted, in line with universally accepted principles where the appointment of members of the judiciary should be by a collegium having representation of the executive, legislature and judiciary.
- The Council should have the following composition: The Vice-President as Chairperson of the Council; The Prime Minister; The Speaker of the Lok Sabha; The Chief Justice of India; The Law Minister; The Leader of the Opposition in the Lok Sabha; The Leader of the Opposition in the Rajya Sabha
- In matters relating to the appointment and oversight of High Court Judges, the Council will also include the following members: The Chief Minister of the concerned State, The Chief Justice of the concerned High Court
- The National Judicial Council should be authorized to **lay down the Code of Conduct** for judges, including the subordinate judiciary.
- The National Judicial Council should be entrusted with the **task of recommending appointments of Supreme Court and High Court Judges.**
- It should also be entrusted the task of oversight of the judges, and should be **empowered to enquire into alleged misconduct and impose minor penalties.** It can also recommend removal of a judge if so warranted.
- Based on the recommendations of the NJC, the President should have the powers to remove a Supreme Court or High Court Judge.
- A Judge of the Supreme Court should be designated as the Judicial Values Commissioner. He/she should be assigned the task of enforcing the code of conduct. Similar arrangement should also be made in the High Court.

Issue - Legal Framework for Fighting Corruption

Recommendations

The following should be classified as **offences** under the Prevention of Corruption Act:

- Gross perversion of the Constitution and democratic institutions amounting to willful violation of oath of office
- Abuse of authority unduly favoring or harming someone
- Obstruction of justice
- Squandering public money

An offence could be classified as ‘collusive bribery’ if the outcome or intended outcome of the transaction leads to a loss to the state, public or public interest.

- In all such cases if it is established that the interest of the state or public has suffered because of an act of a public servant, then the court shall presume that the public servant and the beneficiary of the decision committed an offence of ‘collusive bribery’.
- The punishments for all such cases of collusive bribery should be double that of other cases of bribery. The law may be suitably amended in this regard.

Issue - Liability of Corrupt Public Servants to Pay Damage

- No civil liability for the wrong doer nor is there a provision for compensation to the person/organization which has suffered the damage due to a public servant misconduct.

Recommendation

- In addition to the penalty in criminal cases, the law should provide that public servants who cause loss to the state or citizens by their corrupt acts should be made liable to the loss caused and, in addition, be liable for damages.
- It should also be ensured that adequate safeguards are provided so that bona fide mistakes should not end in award of such damages, otherwise public servants would be discouraged from taking decisions in a fair and expeditious manner.

Issue – Delay of Trails

- Major cause of delay in the trail of cases is the tendency of the accused to obtain frequent adjournments.
- There is also tendency by accused to challenge every interim order and obtaining stay from High court and Supreme Court during trial.

Recommendations

- A legal provision needs to be introduced fixing a time limit for various stages of trial.
- Steps have to be taken to ensure that judges declared as Special Judges under the provisions of the Prevention of Corruption Act give primary attention to disposal of cases under the Act.
- Only if there is inadequate work under the Act, should the Special Judges be entrusted with other responsibilities.
- It has to be ensured that the proceedings of courts trying cases under the Prevention of Corruption Act are held on a day-to-day basis, and no deviation is permitted.
- The Supreme Court and the High Courts may lay down guidelines to prevent the unwarranted adjournments and avoidable delays.

Issue - Corruption in NGOs

Recommendations

- Non-Governmental agencies, which receive substantial funding, should be covered under the Prevention of Corruption Act.
- Norms should be laid down that any institution or body that has received more than 50% of its annual operating costs, or a sum equal to or greater than Rs 1 crore during any of the preceding 3 years should be deemed to have obtained ‘substantial funding’ for that period and purpose of such funding.

Issue - Protection to whistleblowers

- There is very close connection between the public servant's willingness to disclose corruption in his organization and protection given to him and his/her identity. If adequate statutory protection is granted then corruption cases can come out.

Recommendation

Legislation should be enacted immediately to provide protection to whistleblowers on the following lines proposed by the Law Commission:

- Whistleblowers exposing false claims, fraud or corruption should be protected by ensuring confidentiality and anonymity, protection from victimization in career, and other administrative measures to prevent bodily harm and harassment.
- The legislation should cover corporate whistleblowers unearthing fraud or serious damage to public interest by willful acts of omission or commission.
- Acts of harassment or victimization of or retaliation against, a whistleblower should be criminal offences with substantial penalty and sentence.

Issue - Serious Economic Offences

- Economic offences include tax evasion, counterfeiting, distorting share markets, falsification of accounts, frauds in the banking system, smuggling, money-laundering, insider –trading and even bribery.
- Presently these offences are governed by the Indian Penal code, the Banking Regulation Act 1949, the Companies Act, 1962, the income tax act, 1961. However, the quantum of punishment under these laws is not enough of a deterrent.

Recommendations

A new law on 'Serious Economic Offences' should be enacted.

A Serious Economic Offence may be defined as:

- One which involves a sum exceeding Rs 10 crores;
- One which is likely to give rise to widespread public concern

A Serious Frauds Office (SFO) should be set up attached with cabinet secretariat, to investigate and prosecute such offences.

- In case of involvement of any public functionary in a serious fraud, the SFO shall send a report to the Lokayukta and shall follow its directions.

- In all cases of serious frauds the burden of proof regarding its non-existence, shall lie on the accused.

Issue – Lokpal and the Prime Minister

- The Lokpal has jurisdiction to inquire into allegations of corruption against anyone who is or has been Prime Minister, or a Minister in the Union government, or a Member of Parliament, as well as officials of the Union government under Groups A, B, C and D.
- The Lokpal, however, cannot inquire into any corruption charge against the Prime Minister if the allegations are related to international relations, external and internal security, public order, atomic energy and space, unless a full Bench of the Lokpal, consisting of its chair and all members, considers the initiation of a probe, and at least two-thirds of the members approve it.
- Such a hearing should be held in camera, and if the complaint is dismissed, the records shall not be published or made available to anyone

Recommendations

The commission recommends that The Prime Minister should be kept out of the Jurisdiction of the Rashtriya Lokayukta. The Reasons are:

- The Prime Minister's unchallenged authority and leadership are critical to ensure cohesion and sense of purpose in government, and to make our Constitutional scheme function in letter and spirit
- If the Prime Minister's conduct is open to formal scrutiny by extra-Parliamentary authorities, then the government's viability is eroded and Parliament's supremacy is in jeopardy
- A Prime Minister facing formal enquiry by a Lokpal would cripple not only the government but the authority of Prime Minister with parliamentary support is synonymous with nation's dignity and prestige , therefore if Prime-minister is indeed guilty of serious indiscretions then parliament can remove him by no-confidence .

Issue - Vigilance systems in State Governments

Some states have vigilance commissions and anti-corruption bureaus, others have Lokayuktas.

- Andhra Pradesh has an anti-corruption bureau, a vigilance commission and a Lokayukta.
- In Tamil Nadu the vigilance commissioner is a serving secretary to government and functions as secretary though he brings out an annual report in his capacity as Vigilance commissioner.
- In union territory the Chief Secretary himself acts as Vigilance Commissioner.

Recommendations

- The Constitution should be amended to incorporate a provision making it obligatory on the part of State Governments to establish the institution of Lokayukta and stipulate the general principles about its structure, power and functions.
- The Lokayukta should deal with cases of corruption against Ministers and MLAs.
- The Lokayukta should have its own machinery for investigation.
- Each State should constitute a State Vigilance Commission to look into cases of corruption against State Government officials.

Issue – Local governments

- The 73rd and the 74th (1992) amendments to the Constitution have firmly established decentralization of powers however decentralization without proper safeguards can increase corruption.
- A disturbing trend visible is the growing corruption and capture of power by local political elites with questionable integrity.

Recommendations

- A local bodies Ombudsman should be constituted for a group of districts to investigate cases against the functionaries of the local bodies.
- The local bodies Ombudsman should be empowered to investigate cases of corruption or maladministration by the functionaries of the local self governments, and submit reports to the competent authorities for taking action.
- The competent authorities should normally take action as recommended. In case they do not agree with the recommendations, they should give their reasons in writing and the reasons should be made public.

Issue - Investigation and Prosecution

Recommendations

- The investigative agencies should acquire multi-disciplinary skills and should be thoroughly conversant with the working of various offices departments.
- They should draw officials from different wings of government.
- Modern techniques of investigation should also be deployed like electronic surveillance, video and audio recording of surprise inspections, traps, searches and seizures.
- A reasonable time limit for investigation of different types of cases should be fixed for the investigative agencies.
- The prosecution of corruption cases should be conducted by a panel of lawyers prepared by the Attorney General or the Advocate General in consultation with Rashtriya Lokayukta or Lokayukta as the case may be.
- The anti-corruption agencies should conduct systematic surveys of departments with particular reference to highly corruption prone ones in order to gather intelligence and to target officers of questionable integrity.

Citizens' Initiatives

The citizens' voice can be effectively used to expose and fight against corruption

- Civil society here refers to formal as well as informal entities and includes the private sector the media, NGOs, professional associations and informal groups of people from different walks of life.
- The Independent Commission against Corruption (ICAC) of Hong Kong has produced exemplary results over the last quarter century by strengthening the ability of civil society to question corruption.
- The Mazdoor Kisan Shakti Sangathan (MKSS) in Rajasthan, a well-known NGO, started uncovering corruption in local public works by gaining access to employment rolls, vouchers, beneficiary lists, and completion and utilization certificates

Government should provide an environment whereby citizens' groups can effectively participate in its efforts to root out corruption.

Some measures that could facilitate this are:

- Inviting civil societies to oversee government programmes;
- Enforcing access to information;
- Holding integrity workshops and public hearings at the national and local levels at regular intervals to discuss problems and suggest changes involving all participants;
- Surveying and assessing public service delivery periodically;
- Incorporating corruption as a subject in the education curriculum.

Citizens' Charter

- The Charter is an undertaking a public service organization gives to the citizens, to provide a high level of service while meeting the standards contained in the declaration.
- Citizen charters make administration both accountable and citizen friendly.
- Citizens' Charters should be made effective by specifying the service levels and also the remedy if these service levels are not met.

Rating of Public Offices

- Citizens may be involved in the assessment and maintenance of ethics in major government offices and institutions with large public contacts.
- A database of all visitors is maintained. The professional agency should contact these persons and get their feedback. Based on these feedbacks, the public office could be given a rating.
- School awareness programmes can be very effective in bringing about attitudinal changes in the society.

False Claims Act

- Legislation on the lines of the US False Claims Act should be enacted, providing for citizens and civil society groups to seek legal relief against fraudulent claims against the government. This law should have the following elements:
- Any citizen should be able to bring a suit against any person or agency for a false claim against the government.
- If the false claim is established in a court of law, then the person/ agency responsible shall be liable for penalty equal to five times the loss sustained by the exchequer or society.
- The loss sustained could be monetary or non-monetary as in the form of pollution or other social costs. In case of non-monetary loss, the court would have the authority to compute the loss in monetary terms.
- The person who brought the suit shall be suitably compensated out of the damages recovered.

Role of Media

- A free media educate the people on corruption; investigative reporting can serve as an important tool to bring updates about the investigation going on in cases
- It is necessary to evolve norms and practices requiring proper screening of all allegations/complaints by the media, and taking action to put them in the public domain.
- The electronic media should evolve a Code of Conduct and a self regulating mechanism in order to adhere to a Code of Conduct as a safeguard against malafide action.

- Government agencies can help the media in the fight against corruption by disclosing details about corruption cases regularly.

Social Audit

- Social audit through civil society is another way in preventing the wrongdoing of public officials.
- Operational guidelines of all developmental schemes and citizen centric programmes should provide for a social audit mechanism.

Monopoly to Competition

- Each Ministry/Department may undertake an immediate exercise to identify areas where the existing ‘monopoly of functions’ can be tempered with competition.
- A similar exercise may be done at the level of State Governments and local bodies.
- Introduction of an element of competition in the provision of public services like the gradual de-monopolization of the telecom- sector
- The approach should be to introduce competition along with a mechanism for regulation to ensure performance as per prescribed standards so that public interest is not compromised.

Simplifying Transactions

- Hierarchies cause diffusion of responsibilities, multiplicity of layers in decision making process breeds corruption. There is need to bring simplification of methods to the center-stage of administrative reforms.
- Leaving aside specific sectoral requirements, the broad principles of such reforms must be: adoption of ‘single window’ approach, minimizing hierarchical tiers, stipulating time limits for disposal etc.

- A system of rewards and incentives for simplification and streamlining of procedures may be introduced in each government organization.
- The principle of ‘positive silence’ (if an application is not processed within the stipulated time period, the licence is deemed to have been granted) should generally be used, though this principle cannot be used in all cases.

Using Information and Technology

- Lack of good infrastructure and the inadequate capability of personnel is a major factor which needs to be taken into account.

Recommendations

- Each Ministry/ Department/ Organization of government should draw up a plan for use of IT to improve governance. In any government process, use of Information Technology should be made only after the existing procedures have been thoroughly re-engineered.
- The Ministry of Information and Technology needs to identify certain governmental processes and then take up a project of their computerization on a nationwide scale.
- For computerization to be successful, computer knowledge of departmental officers needs to be upgraded.
- The National Informatics Centre is an attached office under the Ministry of Electronics and Information Technology in the Indian government. The NIC provides infrastructure to help support the delivery of government IT services and the delivery of some of the initiatives of Digital India.
- The NIC needs to be trained in department specific activities, so that they could appreciate each other’s view point and also ensure that technology providers understand the anatomy of each department.

Preventive measures known as ‘systemic reforms’ have been taken like:

- Railways: the computerization of railway passenger bookings has eliminated middlemen, decongested booking offices.
- E-cops Punjab: This seeks to ensure online registration of complaints and see the ‘real time’ progress of cases.
- E-governance in Andhra Pradesh, E- Choupals in Madhya Pradesh serve as important initiatives for improving the service delivery.

Procurement

- The Commission recommends encouragement of the mechanism of ‘integrity pacts’.

- Integrity Pacts - The term refers to an agreement between the public agency involved in procuring goods and services and the bidder for a public contract to the effect that the bidders have not paid and shall not pay any illegal gratification to secure the contract in question.
- The Ministry of Finance may constitute a Task Force with representatives from Ministries of Law and Personnel to identify the type of transactions requiring such pacts and to provide for a protocol for entering into such a pact.

Discretionary Power

- Corruption is greater in a system with excessive discretion in hands of official machinery particularly at lower levels.
- There are large number of activities where discretion can be totally eliminated by using information and technology such as issuing of 'Birth and Death certificate'.
- All government offices having public interface should undertake a review of their activities and list out those which involve use of discretion.
- In all such activities, attempt should be made to eliminate discretion.
- Decision-making on important matters should be assigned to a committee rather than individuals. Care has to be exercised, however, that this practice is not resorted to when prompt decisions are required.

Supervision

- Most governments and their agencies have a hierarchical structure. It has been generally observed that the departmental officers turn a blind eye to the corruption under their watch as they think that independent agencies would take care of it.

Recommendation

- The supervisory role of officers needs to be re-emphasised.
- It bears reiteration that supervisory officers are primarily responsible for curbing corruption among their subordinates, and they should take all preventive measures for this purpose.
- Each supervisory officer should carefully analyze the activities in his/her organization/office, identify the activities which are vulnerable to corruption and then build up suitable preventive and vigilance measures.
- All major instances of loss caused to the government or to the public, by officials by their acts of omission or commission should be enquired into and responsibility fixed on the erring officer within a time-frame.
- In the Annual Performance Report of each officer, there should be a column where the officer should indicate the measures he took to control corruption in his office and among subordinates.

- Supervisory officers who give ‘clean certificates’ to subordinate corrupt officers in their Annual Performance Reports should be asked to explain their position in case the officer reported upon is charged with an offence under the Prevention of Corruption Act.
- Supervisory officers should ensure that all offices under them pursue a policy of suo motu disclosure of information within the ambit of the Right to Information Act.

Public interaction

- Service providers should converge their activities so that all services are delivered at a common point.
- Such common service points could also be outsourced to an agency, which may then be given the task of pursuing citizens’ requests with concerned agencies.
- Public interaction should be limited to designated officers. A ‘single window front office’ for provision of information and services to the citizens with a file tracking system should be set up in all government departments.

Monitoring Complaints

- Very often complaints are not handled with due care and most often departments do not furnish information about the status of complaint.

Recommendations

- All offices having large public interface should have an online complaint tracking system.
- If possible, this task of complaint tracking should be outsourced.
- There should be an external, periodic mechanism of ‘audit’ of complaints in offices having large public interface.
- Apart from enquiring into each complaint and fixing responsibility for the lapses, if any, the complaint should also be used to analyze the systemic deficiencies so that remedial measures are taken.

Reforming the Civil Services

- The administrative system should be transformed so that at every level of the civil service, there is a clear assignment of duties and responsibilities with structured and interlocking accountability in which the government servant can be held accountable for the manner in which he/she performs his/her duty.
- There also has to be an in-built system of rewards and punishments, with criteria being laid down which can eliminate arbitrariness and subjectivity in granting rewards or awarding punishments.

- At present, there is no incentive to work diligently and efficiently and no adverse consequences of shirking work, indulging in corruption or failing to achieve an acceptable level of efficiency.

Risk Management for Preventive Vigilance

- Risk profiling of jobs needs to be done in a more systematic and institutionalized manner in all government organizations.
- To classify various positions in government as ‘high risk of corruption’, ‘medium risk of corruption’ and ‘low risk of corruption’.
- Risk profiling of officers should be done by a committee of ‘eminent persons’ after the officer has completed ten years of service, and then once in every five years.

The committee should use the following inputs in coming to a conclusion:

- The performance evaluation of the reported officer
- Reports from the vigilance organization
- A peer evaluation to be conducted confidentially by the committee through an evaluation form

A risk management system to prevent corruption should seek to minimize risk by ensuring that ‘low risk personnel’ should hold ‘high risk jobs’ and vice versa.

Audit

- The audit authorities often do not convey information which has come to their knowledge in respect of serious irregularities in which criminal misconduct is involved, to the anti-corruption bodies.

Recommendations

- It should be prescribed that as soon as any major irregularity is detected or suspected by the audit team, it should be immediately taken note of by government.
- A suitable mechanism for this may be put in place. It shall be the responsibility of the head of the office to enquire into any such irregularity and initiate action.

National database

- There are a large number of disciplinary cases and also criminal cases relating to corruption pending with various authorities. One reason for this large pendency is that these are rarely reviewed by supervisory officers.

Recommendation

- A national database containing the details of all corruption cases at all levels should be created. This database should be in the public domain.
- Identified authorities should be made responsible for updating the database regularly.

Protecting the Honest Civil Servant

- Some genuine mistakes in managerial decision making in public sector undertakings are committed which could raise questions about the bona-fides of decision maker.
- The CVC has recognized this possibility of genuine commercial decisions gone wrong without any ulterior motive.

Recommendations

- Every allegation of corruption received through complaints or from sources cultivated by the investigating agency against a public servant must be examined in depth at the initial stage itself before initiating any enquiry.
- The supervisory officers in the investigating agencies should ensure that only those public servants are prosecuted against whom the evidence is strong.
- In matters relating to allegations of corruption, open enquiries should not be taken up straightaway on the basis of complaints/source information.
- Secret enquiry should be taken to protect the integrity of civil servant in question.
- The evaluation of the results of verification/enquiries should be done in a competent and just manner.
- Capacity building in the anti-corruption agencies should be assured through training and by associating the required experts during investigations.

Arbitrary Transfers

The Fifth Pay Commission made several recommendations about evolving detailed, clear, and transparent transfer policies.

- First, the Commission recommended that detailed guidelines should be formulated and publicized by each department as part of a comprehensive transfer policy, so that arbitrariness in transfers is eliminated altogether, and transfers are effected in as transparent a manner as possible.
- Second, in order to ensure administrative continuity and stability to incumbents, frequent transfers should be discouraged, and a minimum tenure for each posting of officers should be predetermined, and it should normally be three to five years
- Third, any premature transfer before the completion of the prescribed tenure should be based on sound administrative grounds, which should be spelt out in the transfer order itself. The civil servant should be given the right to appeal against such an order if he feels aggrieved.
- Fourth, the instrument of transfer should not be allowed to be misused either by bureaucrats themselves or by politicians in power. It should not be used as a means of punishment by circumventing the procedure laid down for disciplinary proceedings.

Previous Year Questions Section A

2013

1. What do you understand by 'values' and 'ethics'? In what way is it important to be ethical along with being professionally competent? (10 marks | 150 words)
2. What do you understand by the following terms in the context of public service? (5 terms x 3 marks each=15 marks |250 words)

- a. Integrity
- b. Perseverance
- c. Spirit of service
- d. Commitment
- e. Courage of conviction

3. What is 'emotional intelligence' and how can it be developed in people? How does it help an individual in taking ethical decisions? (10 marks | 150 words)

4. Indicate two more attributes which you consider important for public service. Justify your answer. (10 marks | 100 words)

5. 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. (10 marks | 150 words)

6. What do you understand by the term 'voice of conscience'? How do you prepare yourself to heed to the voice of conscience? (10 marks | 150 words)

7. 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. (10 marks | 150 words)

8. Given below are three quotations of great moral thinkers/philosophers. For each of these quotations, bring out what it means to you in the present context: (each quote for 10 marks and 150 words=total 30 marks)

- I. "There is enough on this earth for every one's need but for no one's greed." Mahatma Gandhi.
- II. "Nearly all men can withstand adversity, but if you want to test a man's character, give him power."—Abraham Lincoln
- III. "I count him braver who overcomes his desires than him who overcomes his enemies."—Aristotle

9. "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? (10 marks | 150 words)

10. It is often said that 'politics' and 'ethics' do not go together. What is your opinion in this regard? Justify your answer with illustrations. (10 marks | 150 words)

2014

1. All human beings aspire for happiness. Do you agree? What does happiness mean to you? Explain with examples.

2. What does ethics seek to promote in human life? Why is it all the more important in public administration?

3. 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.
4. What do you understand by 'probity' in public life? What are the difficulties in practicing it in the present times? How can these difficulties be overcome?
5. "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.
6. "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.
7. Which eminent personality has inspired you the most in the context of ethical conduct in life? Give the gist of his/her teachings giving specific examples; describe how you have been able to apply these teachings for your own ethical development.
8. 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?
9. 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?
10. 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.
11. What factors affect the formation of a person's attitude towards social problems? In our society, contrasting attitudes are prevalent about many 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?
12. What does 'accountability' mean in the context of public service? What measures can be adopted to ensure individual and collective accountability of public servants?
13. 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.

1 (a) What is meant by 'environmental ethics'? Why is it important to study? Discuss any one environmental issue from the viewpoint of environmental ethics. (150 words)

(b) Differentiate between the following (10 marks) (200 Words)

(i) Law and ethics

(ii) Ethical management and management of ethics

(iii) Discrimination and preferential treatment

(iv) Personal Ethics and Professional Ethics

2) Given are two quotations of moral thinkers/philosophers. For each of these bring out what it means to you in the present context.

(a) "The weak can never forgive; forgiveness is the attribute of strong." (10) (150 words)

(b) "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" (10 marks) (150 words)

3) (a) "A mere compliance with law is not enough, the public servant also have to have a well developed sensibility to ethical issues for effective discharge of duties" Do you agree? 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. (10 Marks) (150 words)

(b) How do the virtues of trustworthiness and fortitude get manifested in public service? Explain with examples (10) (150 words)

4) (a) Social values are more important than economic values. Discuss the above statement with examples in the context of inclusive growth of a nation. (150 words) (10 Marks)

(b) Some recent developments such as introduction of RTI Act, media and judicial activism, etc. are proving helpful in bringing about greater transparency and accountability in the functioning of the government. However, it is also being observed that at times the mechanisms are misused. Another negative effect is that the officers are now afraid to take prompt decisions. Analyse the situation in detail and suggest how the dichotomy can be resolved. Suggest how these negative impacts can be minimised. (150 words) (10 Marks)

5) Two different kinds of attitudes exhibited by public servants towards their work have been identified as bureaucratic attitude and the democratic attitude. (10 Marks) (150 words)

(a) Distinguish between these two terms and write their merits and demerits.

(b) Is it possible to balance the two too create a better administration for the faster development of our country?

6) Today we find that in-spite of various measures of prescribing codes of conduct, setting up vigilance cells/commissions, RTI, active media and strengthening of legal mechanism, corrupt practices are not coming under control. (10 Marks) (150 words)

(a) Evaluate the effectiveness of these measures with justifications

(b) Suggest more effective strategies to tackle this menace

7) At the international level, bilateral relations between most nations are governed on the policy of promoting one's own national interest without any regard for the interest of other nations. This lead to conflicts and tension between the nations. How can ethical consideration help resolve such tensions? Discuss with specific examples. (10 Marks) (150 words)

8) Public servants are likely to confront with 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 the conflict of interest situation how would you resolve it? Explain with the help of examples. (10 Marks) (150 words)

2016

1. (a) Explain how ethics contributes to social and human well-being. (150 words) 10

(b). 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. (150 words) 10

Q.2) a) What do you understand by the terms 'governance', 'good governance' and 'ethical governance'? (150 words) 10

b) Discuss Mahatma Gandhi's concept of seven sins. (150 words)

Q.3) a) Analyse John Rawls's concept of social justice in the Indian Context. (150 word)

b) Discuss the Public Services Code as recommended by the 2nd Administrative Reforms Commission. (150 words) 10

Q.4) a) "Corruption causes misuse of government treasury, administrative inefficiency and obstruction in the path of national development." Discuss Kautilya's views.. (150 words).

b) How could social influence and persuasion contribute to the success of Swachh Bharat Abhiyan? (150 word).

Q.5) Law and ethics are considered to be the two tools for controlling human conduct so as to make it conducive to civilized social existence.

a) Discuss how they achieve this objective.

b) Giving examples, show how the two differ in their approaches. (150 words)

Q.6) Our attitudes towards life, work, other people and society are generally shaped unconsciously by the family and the 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 considered necessary in public services be cultivated in the aspiring and serving civil servants? (150

words)

Q.7) 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 behaviors.
- b) How can it be managed and controlled?

Q.8) “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 realize that the state bureaucracy might possess its own independent bureaucratic morality.” Critically analyse this statement. (150 words)

2017:

Q1. 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. (150 Words, 10)

Q2. Examine the relevance of the following in the context of civil service: (150 Words, 10)

- (a) Transparency
- (b) Accountability
- (c) Fairness and justice
- (d) Courage of conviction
- (e) Spirit of service

Q3. Young people with ethical conduct are not willing to come forward to join active politics. Suggest steps to motivate them to come forward. (150 Words, 10)

Q4. (a) One of the tests of integrity is complete refusal to be compromised. Explain with reference to a real life example. (150 Words, 10)

(b) Corporate social responsibility makes companies more profitable and sustainable. Analyse. (150 Words, 10)

Q5. (a) “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.

Stating examples mention the rulers (i) who have harmed society and country, (ii) who worked for the development of society and country. (150 Words, 10)

(b) “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 father, the mother and the teacher.” – A. P. J. Abdul Kalam. Analyse. (150 Words, 10)

Q6. (a) How will you apply emotional intelligence in administrative practices? (150 Words, 10)

(b) Strength, peace and security are considered to be the pillars of international relations. Elucidate. (150 Words, 10)

Q7. (a) The crisis of ethical values in modern times is traced to a narrow perception of the good life. Discuss. (150 Words, 10)

(b) 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. (150 Words, 10)

Q8. (a) Discipline generally implies following the order and subordination. However, it may be counter-productive for the organisation. Discuss. (150 Words, 10)

(b) 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 the contemporary times. (150 Words, 10)

2018

1. (a) State the three basic values, universal in nature, in the context of civil services and bring out their importance. (150 words)

(b) Distinguish between “Code of ethics” and “Code of conduct” with suitable examples. (150 words)

2. (a) What is mean by public interest? What are the principles and procedures to be followed

by the civil servants in public interest? (150 words)

(b) “The Right to Information Act is not all about citizens’ empowerment alone; it essentially redefines the concept of accountability. Discuss. (150 words)

3. (a) What is mean by conflict of interest? Illustrate with examples, the difference between the actual and potential conflicts of interest. (150 words)

(b) “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 Buffett

What do you understand by this statement in the present-day scenario? Explain. (150 words)

4. (a) “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. (150 words)

(b) With regard to the morality of actions, one view is that means is 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. (150 words)

5. (a) Suppose the Government of India is thinking of constructing a dam in a mountain valley bond by forests and inhabited by ethnic communities. What rational policy should it resort to in dealing with unforeseen contingencies (150 words)

(b) Explain the process of resolving ethical dilemmas in Public Administration. (150 words)

6. What do each of the following quotations mean to you in the present context?

(a) “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. There are few things wholly evil or wholly good. Almost everything, especially of governmental policy, is an inseparable compound of the two; so that our best judgement of the preponderance between them is continually demanded.” Abraham Lincoln (150 words)

(b) “Anger and intolerance are the enemies of correct understanding. “ _ Mahatma Gandhi (150 words)

“Falsehood takes the place of truth when it results in unblemished common good.” Tirukkural (150 words)

1. What are the basic principles of public life? Illustrate any three of these with suitable examples. (150 words) 10
2. What do you understand by the term 'public servant'? Reflect on the expected role of public servant. (150 words) 10
3. Effective utilization of public funds is crucial to meet development goals. Critically examine the reasons for under-utilization and mis-utilization of public funds and their implications. (150 words) 10
4. "Non-performance of duty by a public servant is a form of corruption". Do you agree with this view? Justify your answer. (150 words) 10
5. What is meant by the term 'constitutional morality'? How does one uphold constitutional morality? (150 words) 10
6. What is meant by 'crisis of conscience'? How does it manifest itself in the public domain? (150 words) 10
7. Explain the basic principles of citizens charter movement and bring out its importance. (150 words) 10
8. There is a view that the Official Secrets Act is an obstacle to the implementation of Right to Information Act. Do you agree with the view? Discuss. (150 words) 10
9. What do you understand by probity in governance? Based on your understanding of the term, suggest measures for ensuring probity in government. (150 words) 10
10. "Emotional Intelligence is the ability to make your emotions work for you instead of against you". Do you agree with this view? Discuss. (150 words) 10
11. What do each of the following quotations mean to you?
 - a) "An unexamined life is not worth living". – Socrates(150 words) 10
 - b) "A man is but a product of his thoughts. What he thinks he becomes." – M.K. Gandhi(150 words) 10
 - c) "Where there is righteousness in the heart, there is beauty in the character. When there is beauty in the character, there is harmony in the home. When there is harmony in the home, there is order in the nation. When there is order in the nation, there is peace in the world" – A.P.J. Abdul Kalam (150 words) 10

Previous Year Questions Section B

Case Studies 2013

A Public Information Officer has received an application under RTI Act. Having gathered the information, the PIO discovers that the information pertains to some of the decisions taken by him, which were found to be not altogether right. There were other employees also who party to these decisions were. Disclosure of the information is likely to lead to disciplinary action with possibility of punishment against him as well as some of his colleagues. Non-disclosure or part disclosure or camouflaged disclosure of information will result into lesser punishment or no punishment.

The PIO is otherwise an honest and conscientious person but this particular decision, on which the RTI application has been filed, turned out to be wrong. He comes to you for advice. The following are some suggested options. Please evaluate the merits and demerits of each of the options:

1. The PIO could refer the matter to his superior officer and seek his advice and act strictly in accordance with the advice, even though he is not completely in agreement with the advice of the superior.
2. The PIO could proceed on leave and leave the matter to be dealt by his successor in office or request for transfer of the application to another PIO.
3. The PIO could weigh the consequences of disclosing the information truthfully, including the effect on his career, and reply in a manner that would not place him or his career in jeopardy, but at the same time a little compromise can be made on the contents of the information.
4. The PIO could consult his other colleagues who are party to the decision and take action as per their advice.

Also please indicate (without necessarily restricting to the above options) what you would like to advise, giving proper reasons. (20 marks| 2`50 words)

You are working as an Executive Engineer in the construction cell of a Municipal Corporation and are presently in-charge of the construction of a flyover. There are two Junior Engineers under you who have the responsibility of day-to-day inspection of the site and are reporting to you, while you are finally reporting to the Chief Engineer who heads the cell. While the construction is heading towards completion, the Junior Engineers have been regularly reporting that all construction is taking place as per design specifications. However, in one of your surprise inspections, you have noticed some serious deviations and lacunae which, in your opinion, are likely to affect the safety of the flyover. Rectification of these lacunae at this stage would require a substantial amount of demolition and rework which will cause a tangible loss to the contractor and will also delay completion. There is a lot of public pressure on the Corporation to get this construction completed because of heavy traffic congestion in the area. When you brought this matter to the notice of the Chief Engineer, he advised you that in his opinion it is not a very serious lapse and may be ignored. He advised for further expediting the project for completion in time. However, you are convinced that this was a serious matter which might affect public safety and should not be left unaddressed.

What will you do in such a situation? Some of the options are given below. Evaluate the merits and demerits of each of these options and finally suggest what course of action you would like to take, giving reasons. (20 marks |250 words)

- vi. Follow the advice of the Chief Engineer and go ahead.
- vii. Make an exhaustive report of the situation bringing out all facts and analysis along with your own viewpoints stated clearly and seek for written orders from the chief Engineer.
- viii. Call for explanation from the Junior Engineers and issue orders to the contractor for necessary correction within targeted time.

- ix. Highlight the issue so that it reaches superiors above the Chief Engineer.
- x. Considering the rigid attitude of the Chief Engineer, seek transfer from the project or report sick.

Sivakasi in Tamil Nadu is known for its manufacturing clusters on firecrackers and matches. The local economy of the area is largely dependent on firecrackers industry. It has led to tangible economic development and improved standard of living in the area.

So far as child labour norms for hazardous industries like firecrackers industry are concerned, International Labour Organization (ILO) has set the minimum age as 18 years. In India, however, this age is 14 years.

The units in industrial clusters of firecrackers can be classified into registered and non-registered entities. One typical unit is household-based work. Though the law is clear on the use of child labour employment norms in registered/non-registered units, it does not include household-based works. Household-based work means children working under the supervision of their parents/relatives. To evade child labour norms, several units project themselves as household-based works but employ children from outside. Needless to say that employing children saves the costs for these units leading to higher profits to the owners.

On your visit to one of the units at Sivakasi, the owner takes you around the unit which has about 10-15 children below 14 years of age. The owner tells you that in his household-based unit, the children are all his relatives. You notice that several children smirk, when the owner tells you this. On deeper enquiry, you figure out that neither the owner nor the children are able to satisfactorily establish their relationship with each other.

- iii. Bring out and discuss the ethical issues involved in the above case.
- iv. What would be your reaction after your above visit?

You are heading a leading technical institute of the country. The institute is planning to convene an interview panel shortly under your chairmanship for selection of the post of professors. A few days before the interview, you get a call from the Personal Secretary (PS) of a senior government functionary seeking your intervention in favour of the selection of a close relative of the functionary for this post. The PS also informs you that he is aware of the long pending and urgent proposals of your institute for grant of funds for modernization, which are awaiting the functionary's approval. He assures you that he would get these proposals cleared. (20 marks | 250 words)

- iii. What are the options available to you?
- iv. Evaluate each of these options and choose the option which you would adopt, giving reasons.

As a senior officer in the Finance Ministry, you have access to some confidential and crucial information about policy decisions that the Government is about to announce. These decisions

are likely to have far-reaching impact on the housing and construction industry. If the builders have access to this information beforehand, they can make huge profits. One of the builders has done a lot of quality work for the Government and is known to be close to your immediate superior, who asks you to disclose this information to the said builder. (20 marks | 250 words)

- iii. What are the options available to you?
- iv. Evaluate each of these options and choose the option which you would adopt, giving reasons.

You are the Executive Director of an upcoming InfoTech Company which is making a name for itself in the market.

Mr. A, who is a star performer, is heading the marketing team. In a short period of one year, he has helped in doubling the revenues as well as creating a high brand equity for the Company so much so that you are thinking of promoting him. However, you have been receiving information from many corners about his attitude towards the female colleagues; particularly his habit of making loose comments on women. In addition, he regularly sends indecent SMS's to all the team members including his female colleagues.

One day, late in the evening, Mrs. X, who is one of Mr. A's team members, comes to you visibly disturbed. She complains against the continued misconduct of Mr. A, who has been making undesirable advances towards her and has even tried to touch her inappropriately in his cabin. She tenders her resignation and leaves your office. (20 marks | 250 words)

- III. What are the options available to you?
- IV. Evaluate each of these options and choose the option you would adopt, giving reasons.

Case Studies: 2014 Paper

Now-a-days, there is an increasing thrust on economic development all around the globe. At the same time, there is also an increasing concern about environmental degradation caused by development. Many a time, we face a direct conflict between developmental activity and environmental quality. It is neither feasible to stop or curtail the development process, nor it is advisable to keep degrading the environment, as it threatens our very survival.

Discuss some feasible strategies which could be adopted to eliminate this conflict and which could lead to sustainable development. **250 words**

Suppose one of your close friends, who is also aspiring for civil services, comes to you for discussing some of the issues related to ethical conduct in public service. He raises the following points

1. In the present times, when unethical environment is quite prevalent, individual attempts to stick to ethical principles may cause a lot of problems in one's career. It may also cause hardship to the family members as well as risk to one's life. Why should we not be pragmatic and follow the path of least resistance, and be happy with doing whatever good we can?
2. When so many people are adopting wrong means and are grossly harming the system, what difference would it make if only a small minority tries to be ethical? They are going to be rather ineffective and are bound to get frustrated.
3. If we become fussy about ethical considerations, will it not hamper the economic progress of our country? After all, in the present age of high competition, we cannot afford to be left behind in the race of development.
4. It is understandable that we should not get involved in grossly unethical practices, but giving and accepting small gratifications and doing small favours increases everybody's motivation. It also makes the system more efficient. What is wrong in adopting such practices?

Critically analyze the above viewpoints. On the basis of this analysis, what will be your advice to your friend? 250 words.

You are a no-nonsense, honest officer. You have been transferred to a remote district to head a department that is notorious for its inefficiency and callousness. You find that the main cause of the poor state of affairs is the indiscipline of a section of employees. They do not work themselves and also disrupt the working of others. You first warned the troublemakers to mend their ways or else face disciplinary action. When the warning had little effect, you issued a show cause notice to the ringleaders. As a retaliatory measure, these troublemakers instigated a woman employee amongst them to file a complaint of sexual harassment against you with the Women's Commission. The Commission promptly seeks your explanation. The matter is also publicized in the media to embarrass you further. Some of the options to handle this situation could be as follows :

1. Give your explanation to the Commission and go soft on the disciplinary action.
2. Ignore the Commission and proceed firmly with the disciplinary action.
3. Brief your higher-ups, seek directions from them and act accordingly.

Suggest any other possible option(s). Evaluate all of them and suggest the best course of action, giving your reasons for it.

Suppose you are the CEO of a company that manufactures specialized electronic equipment used by a government department. You have submitted your bid for the supply of this equipment to the department. Both the quality and cost of your offer are better than those of the competitors. Yet the concerned officer is demanding a hefty bribe for approving the tender. Getting the order is important both for you and for your company. Not getting the order would mean closing a production line. It may also affect your own career. However, as a value-conscious person, you do not want to give bribe.

Valid arguments can be advanced both for giving the bribe and getting the order, and for refusing to pay the bribe and risking the loss of the order. What those arguments could be? Could there be any better way to get out of this dilemma? If so outline the main elements of this third way, pointing out its merits. **250 words.**

Rameshwar successfully cleared the prestigious civil services examination and was excited about the opportunity that he would get through the civil services to serve the country. However, soon after joining the services, he realized that things are not as rosy as he had imagined.

He found a number of malpractices prevailing in the department assigned to him. For example, funds under various schemes and grants were being misappropriated. The official facilities were frequently being used for personal needs by the officers and staff. After some time, he noticed that the process of recruiting the staff was also not up to the mark. Prospective candidates were required to write an examination in which a lot of cheating was going on. Some candidates were provided external help in the examination. Rameshwar brought these incidents to the notice of his seniors. However, he was advised to keep his eyes, ears and mouth shut and ignore all these things which were taking place with the connivance of the higher-ups. Rameshwar felt highly disillusioned and uncomfortable. He comes to you seeking your advice.

Indicate various options that you think are available in this situation. How would you help him to evaluate these options and choose the most appropriate path to be adopted? 250 words.

In our country, the migration of rural people to towns and cities is increasing drastically. This is causing serious problems both in the rural as well as in the urban areas. In fact, things are becoming really unmanageable. Can you analyze this problem in detail and indicate not only the socio-economic but also the emotional and attitudinal factors responsible for this problem? Also, distinctly bring out why—

1. Educated rural youth are trying to shift to urban areas;
2. Landless poor people are migrating to urban slums;
3. Even some farmers are selling off their land and trying to settle in urban areas taking up petty jobs.

What feasible steps can you suggest which will be effective in controlling this serious problem of our country?

Case Studies: 2015 Paper

A private company is known for its efficiency, transparency and employee welfare. The company though owned by a private individual has a cooperative character where employees feel a sense of ownership. The company employs nearly 700 personnel and they have voluntarily decided not to form a union.

One day suddenly in the morning, about 40 men belonging to a political party gatecrashed into the factory demanding jobs in the factory. They threatened the management and employees, and also used foul language. The employees feel demoralized. It was clear that those people who gate-crashed wanted to be on the payroll of the company as well as continue as the volunteers/members of the party. The company maintains high standards in integrity and does not extend favours to civil administration that also includes law enforcement agency. Such incidents occur in public sector also.

- (a) Assume you are the CEO of the company. What would you do to diffuse the volatile situation on the date of gate-crashing with the violent mob sitting inside the company premises?
 - (b) What could be the long-term solution to the issue discussed in the case?
 - (c) Every solution/action that you suggest will have a positive and a negative impact on you (as CEO), the employees and the performance of the employees. Analyze the consequences of each of your suggested actions. (250 words)
-

You are the Sarpanch of a Panchayat. There is a primary school run by the government in your area. Midday meals are provided to the children attending the school. The Headmaster has now appointed a new cook in the school to prepare the meals. However, when it is found that the cook is from Dalit community, almost half of the children belonging to higher castes are not allowed to take meals by their parents. Consequently the attendance in the school falls sharply. This could result in the possibility of discontinuation of midday meal scheme, thereafter of teaching staff and subsequent closing down the school.

- (a) Discuss some feasible strategies to overcome the conflict and to create right ambience.
 - (b) What should be the responsibilities of different social segments and agencies to create positive social ambience for accepting such changes? (250 words) 20
-

One of the scientists working in the R & D laboratory of a major pharmaceutical company discovers that one of the company's best selling veterinary drugs, B has the potential to cure a currently incurable liver disease that is prevalent in tribal areas. However, developing a variant of the drug suitable for human beings entailed a lot of research and development having a huge expenditure to the extent of 50 crores rupees. It was unlikely that the company would recover the costs as the disease was rampant only in poverty-stricken area having very little market

otherwise.

If you were the CEO, then—

- (a) Identify the various actions that you could take;
- (b) Evaluate the pros and cons of each of your actions.

There is a disaster-prone State having frequent landslides, forest fires, cloudbursts, flash floods and earthquakes, etc. Some of these are seasonal and often unpredictable. The magnitude of the disaster is always unanticipated. During one of the seasons, a cloudburst caused devastating floods and landslides leading to high casualties. There was major damage to infrastructure like roads, bridges and power generating units. This led to more than 100000 pilgrims, tourists and other locals trapped across different routes and locations. The people trapped in your area of responsibility included senior citizens, patients in hospitals, women and children, hikers, tourists, ruling party's regional president along with his family, additional chief secretary of the neighboring State and prisoners in jail.

As a civil services officer of the State, what would be the order in which you would rescue these people and why? Give justifications.

You are heading a district administration in a particular department. Your senior officer calls you from the State Headquarters and tells you that a plot in Rampur village is to have a building constructed on it for a school. A visit is scheduled during which he will visit the site along with the chief engineer and the senior architect. He wants you to check out all the papers relating to it and to ensure that the visit is properly arranged. You examine the file which relates to the period before you joined the department. The land was acquired from the local Panchayat at a nominal cost and the papers show that clearance certificates are available from the two of the three authorities who have to certify the site's suitability. There is no certification by the architect available on file. You decide to visit Rampur to ensure that all is in order as stated on file. When you visit Rampur, you find that the plot under reference is part of Thakurgarh Fort and that the walls, ramparts, etc., are running across it. The fort is well away from the main village, therefore a school here will be a serious inconvenience for the children. However, the area near the village has potential to expand into a larger residential area. The development charges on the existing plot, at the fort, will be very high and the question of heritage site has not been addressed. Moreover, the Sarpanch, at the time of acquisition of the land, was a relative of your predecessor. The whole transaction appears to have been done with some vested interest.

- (a) List the likely vested interests of the concerned parties.
- (b) Some of the options for action available to you are listed below. Discuss the merits and demerits of each of the options :
 - (i) You can await the visit of the superior officer and let him take a decision.
 - (ii) You can seek his advice in writing or on phone.
 - (iii) You can consult your predecessor/colleagues, etc., and then decide what to do.
 - (iv) You can find out if any alternate plot can be got in exchange and then send a comprehensive

written report.

Can you suggest any other option with proper justification? (250 words) 25

You are recently posted as district development officer of a district. Shortly thereafter you found that there is considerable tension in the rural areas of your district on the issue of sending girls to schools.

The elders of the village feel that many problems have come up because girls are being educated and they are stepping out of the safe environment of the household. They are of the view that the girls should be quickly married off with minimum education. The girls are also competing for jobs after education, which have traditionally remained in boys' exclusive domain, adding to unemployment amongst male population.

The younger generation feels that in the present era, girls should have equal opportunities for education and employment, and other means of livelihood. The entire locality is divided between the elders and the younger lot and further sub-divided between sexes in both generations. You come to know that in Panchayat or in other local bodies or even in busy crossroads, the issue is being acrimoniously debated.

One day you are informed that an unpleasant incident has taken place. Some girls were molested, when they were en route to schools. The incident led to clashes between several groups and a law and order problem has arisen. The elders after heated discussion have taken a joint decision not to allow girls to go to school and to socially boycott all such families, which do not follow their dictate.

(a) What steps would you take to ensure girls' safety without disrupting their education?

(b) How would you manage and mould matriarchic attitude of the village elders to ensure harmony in the inter-generational relations? (250 words) (25 Marks)

Case Studies: 2016 Paper

1. A fresh engineering graduate gets a job in a prestigious chemical industry. She likes the work. The salary is also good. However, after a few months she accidentally discovers that a highly toxic waste is being secretly discharged into a river nearby. This is causing health problems to the villagers downstream who depend on the river for their water needs. She is perturbed and mentions her concern to her colleagues who have been with the company for longer periods. They advise her to keep quiet as anyone who mentions the topic is summarily dismissed. She cannot risk losing her job as she is the sole bread-winner for her family and has to support her ailing parents and siblings. At first, she thinks that if her seniors are keeping quiet, why should she stick out her neck. But her conscience pricks her to do something to save the river and the people who depend upon it. At heart she feels that the advice of silence given by her friends is

not correct though she cannot give reasons for it. She thinks you are a wise person and seeks your advice.

a) What arguments can you advance to show her that keeping quiet is not morally right?

b) What course of action would you advise her to adopt and why? (250 words)

2) Land needed for mining, dams and other large-scale projects is acquired mostly from Adivasis, hill dwellers and rural communities. The displaced persons are paid monetary compensation as per the legal provisions. However, the payment is often tardy. In any case, it cannot sustain the displaced families for long. These people do not possess marketable skills to engage in some other occupation. They end up as low paid migrant laborers. Moreover, their development goes to industries, industrialists and urban communities whereas the costs are passed on to these poor helpless people. This unjust distribution of costs and benefits is unethical.

Suppose you have been entrusted with the task of drafting a better compensation-cum-rehabilitation policy for such displaced persons, how would you approach the problem and what would be the main elements of your suggested policy? (250 words)

3) Suppose you are an officer in-charge of implementing a social service scheme to provide support to old and destitute women. An old and illiterate woman comes to you to avail the benefits of the scheme. However, she has no documents to show that she fulfils the eligibility criteria. But after meeting her and listening to her you feel that she certainly needs support. Your enquiries also show that she is really destitute and living in a pitiable condition. You are in a dilemma as to what to do. Putting her under the scheme without necessary documents would clearly be violation of rules. But denying her the support would be cruel and inhuman.

a) Can you think of a rational way to resolve this dilemma?

b) Give your reasons for it.

4) You are a young, aspiring and sincere employee in a Government office working as an assistant to the director of your department. Since you have joined recently, you need to learn and progress. Luckily your superior is very kind and ready to train you for your job. He is a very intelligent and well-informed person having knowledge of various departments. In short, you respect your boss and are looking forward to learn a lot from him.

Since you have good tuning with the boss, he started depending on you. One day due to ill health he invited you at his place for finishing some urgent work.

You reached his house and before you could ring the bell you heard shouting noises. You waited for a while. After entering the house the boss greeted you and explained the work. But you were constantly disturbed by the crying of a woman. At last, you inquired with the boss but his answer did not satisfy you.

Next day, you were compelled to inquire further in the office and found out that his behavior is very bad at home with his wife. He also beats up his wife. His wife is not well educated and is a simple woman in comparison to her husband. You see that though your boss is a nice person in the office, he is engaged in domestic violence at home.

In such a situation, you are left with the following options. Analyse each option with its consequences.

- a) just ignore thinking about it because it is their personal matter.
- b) Repost the case to the appropriate authority.
- c) Your own innovative approach towards situation.(250 marks)

5) ABC Ltd. Is a large transnational company having diversified business activities with a huge shareholder base. The company is continuously expanding the generating employment. The company, in its expansion and diversification programme, decides to establish a new plant at Vikaspuri, an area which is underdeveloped. The new plant is designed to use energy efficient technology that will help the company to save production cost by 20%. The company's decision goes well with the Government policy of attracting investment to develop such underdeveloped regions. The government has also announced tax holiday for five years for the companies that invest in underdeveloped areas. However, the new plant may bring chaos for the inhabitants of Vikaspuri region, which is otherwise tranquil. The new plant may result in increased cost of living, aliens migrating to the region, disturbing the social and economic order. The company sensing the possible protest tried to educate the people of Vikaspuri region and public in general that how its Corporate Social Responsibility (CSR) policy would help overcome the likely difficulties of the residents of Vikaspuri region. In spite of this the protests begin and some of the residents decided to approach the judiciary as their plea before the Government did not yield any result.

- a) Identify the issues involved in the case
- b) What can be suggested to satisfy the company's goal and to address the residents' concern?

6) Saraswati was a successful IT professional in USA. Moved by the patriotic sense of doing something for the country she returned to India. Together with some other like-minded friends, she formed an NGO to build a school for a poor rural community.

The objective of the school was to provide the best quality modern education at a nominal cost. She soon discovered that she has to seek permission from a number of Government agencies. The rules and procedures were quite confusing and cumbersome. What frustrated her most was delays, callous attitude of officials and constant demand for bribes. Her experience and the experience of many others like her has deterred people from taking up social service projects.

A measure of Government control over voluntary social work is necessary. But it should not be exercised in a coercive or corrupt manner. What measures can you suggest to ensure that due control is exercised but well meaning, honest NGO efforts are not thwarted? (300 words).

Case Studies 2017

1. You are an honest and responsible civil servant. You often observe the following:

- (a) There is a general perception that adhering to ethical conduct one may face difficulties to oneself and cause problems for the family, whereas unfair practices may help to reach the career goals.
- (b) When the number of people adopting unfair means is large, a small minority having a penchant towards ethical means makes no difference.
- (c) Sticking to ethical means is detrimental to the larger developmental goals
- (d) While one may not involve oneself in large unethical practices, but giving and accepting small gifts makes the system more efficient.

Examine the above statements with their merits and demerits. (250 Words, 20)

2. You are aspiring to become an IAS officer and you have cleared various stages and now you have been selected for the personal interview. On the day of the interview, on the way to the venue you saw an accident where a mother and child who happen to be your relatives were badly injured. They needed immediate help.

What would you have done in such a situation? Justify your action. (250 Words, 20)

3. You are the head of the Human Resources department of an organisation. One day one of the workers died on duty. His family was demanding compensation. However, the company denied

compensation because it was revealed in investigation that he was drunk at the time of the accident. The workers of the company went to strike demanding compensation for the family of the deceased. The Chairman of the management board has asked for your recommendation.

What recommendation would you provide the management?

Discuss the merits and demerits of each of the recommendations. (250 Words, 20)

4. You are the manager of a spare parts company A and you have to negotiate a deal with the manager of a large manufacturing company B. The deal is highly competitive and sealing the deal is critical for your company. The deal is being worked out over a dinner. After dinner the manager of manufacturing company B offered to drop you to the hotel in his car. On the way to hotel he happens to hit motorcycle injuring the motorcyclist badly. You know the manager was driving fast and thus lost control. The law enforcement officer comes to investigate the issue and you are the sole eyewitness to it. Knowing the strict laws pertaining to road accidents you are aware that your honest account of the incident would lead to the prosecution of the manager and as a consequence the deal is likely to be jeopardised, which is of immense importance to your company.

What are the dilemmas you face? What will be your response to the situation? (250 Words, 20)

5. A building permitted for three floors, while being extended illegally for 6 floors by a builder, collapses. As a consequence, a number of innocent labourers including women and children died. These laborers are migrants of different places. The government immediately announced cash relief to the aggrieved families and arrested the builder.

Give reasons for such incidents taking place across the country. Suggest measures to prevent their occurrence. (250 words. 20)

6. You are a Public Information Officer (PIO) in a government department. You are aware that the RTI Act, 2005 envisages transparency and accountability in administration. The act has functioned as a check on the supposedly arbitrarily administrative behaviour and actions. However, as a PIO you have observed that there are citizens who filed RTI applications not for themselves but on behalf of such stakeholders who purportedly want to have access to information to further their own interests. At the same time there are those RTI activists who routinely file RTI applications and attempt to extort money from the decision makers. This type of RTI activism has affected the functioning of the administration adversely and also possibly jeopardizes the genuineness of the applications which are essentially aimed at getting justice.

What measures would you suggest to separate genuine and non-genuine applications? Give merits and demerits of your suggestions. (250 words. 20)

2018 Case Studies

1. Rakesh is a responsible district level officer, who enjoys the trust of his higher officials. Knowing his honesty, the government entrusted him with the responsibility of identifying the beneficiaries under a health care scheme meant for senior citizens.

The criteria to be a beneficiary are the following:

- (a) 60 years of age or above.
- (b) Belonging to a reserved community.
- (c) Family income of less than 1 Lakh rupees per annum.
- (d) Post-treatment prognosis is likely to be high to make a positive difference to the quality of life of the beneficiary.

One day, an old couple visited Rakesh's office with their application. They have been the residents of a village in his district since their birth. The old man is diagnosed with a rare condition that causes obstruction in the large intestine. As a consequence, he has severe abdominal pain frequently that prevents him from doing any physical labour. The couple has no children to support them. The expert surgeon whom they contacted is willing to do the surgery without charging any fee. However, the couple will have to bear the cost of incidental charges, such as medicines, hospitalization, etc., to the tune of rupees one lakh. The couple fulfils all the criteria except criterion 'b'. However, any financial aid would certainly make a significant difference in their quality of life. How should Rakesh respond to the situation? (250 words)

2. As a senior officer in the Ministry, you have access to important policy decisions and upcoming big announcements such as road constructions projects before they are notified in the public domain. The Ministry is about to announce a mega road project for which the drawings are already in place. Sufficient care was taken by the planners to make use of the government land with the minimum land acquisition from private parties. Compensation rate for private parties was also finalized as per government rules. Care was also taken to minimize deforestation. Once the project is announced, it is expected that there will be a huge spurt in real estate prices in and around that area.

Meanwhile, the Minister concerned insists that you realign the road in such a way that it comes closer to his 20 acres farmhouse. He also suggests that he would facilitate the purchase of a big plot of land in your wife name at the prevailing rate which is very nominal, in and around the proposed mega road project. He also tries to convince you by saying that there is no harm in it as he is buying the land legally. He even promises to supplement your savings in case you do not have sufficient funds to buy the land. However, by the act of realignment, a lot of agricultural lands has to be acquired, thereby causing a considerable financial burden on the government, and also the displacement of the farmers. As if this is not enough, it will involve cutting down of a large number of trees denuding the area of its green cover.

Faced with this situation, what will you do? Critically examine various conflicts of interest and explain what your responsibilities are as a public servant. (250 words)

3). It is a State where prohibition is in force. You are recently appointed as the Superintendent of Police of a district notorious for illicit distillation of liquor. The illicit liquor leads to many death, reported and unreported, and causes a major problem for the district authorities.

The approach till now had been to view it as a law and order problem and tackle it accordingly. Raids, arrest, police cases, and criminal trials – all these had only limited impact. The problem remains as serious as ever.

Your inspections show that the parts of the district where the distillation flourishes are economically, industrially and educationally backward. Agriculture is badly affected by poor irrigation facilities. Frequent clashes among communities gave boost to illicit distillation. No major initiatives had taken place in the past either from the government's side or from social organizations to improve the lot of the people. Which new approach will you adopt to bring the problem under control? (250 words)

4. A big corporate house is engaged in manufacturing industrial chemicals on a large scale. It proposes to set upon the additional unit. Many states rejected its proposal due to the detrimental effect on the environment. But one state government acceded to the request and permitted the unit close to a city, brushing aside all opposition.

The unit was set up 10 years ago and was in full swing till recently. The pollution caused by the industrial effluents was affecting the land, water and crops in the area. It was also causing serious health problems to human beings and animals. This gave rise to a series of agitation thousands of people took part, creating a law and order problem necessitating stern police action. Following the public outcry, the State government ordered the closure of the factory.

The closure of the factory resulted in the unemployment of not only those workers who were engaged in the factory but also those who were working in the ancillary units. It also very badly affected those industry which depended on the chemicals manufactured by it.

As a senior officer entrusted with the responsibility of handling this issues, how are you going to address it? (250 words)

5. Dr X is a leading medical practitioner in a city. He has set up a charitable trust through which he plans to establish a super-speciality hospital in the city to cater to the medical needs of all sections of the society. Incidentally, that part of the State had been neglected over the years. The proposed hospital would be a boon for the region.

You are heading the tax investigation agency of that region. During an inspection of the doctor's clinic, your officers have found out some major irregularities. A few of them are substantial which had resulted in considerable withholding of tax that should be paid by him now. The doctor is cooperative. He undertakes to pay the tax immediately.

However, there are certain other deficiencies in his tax compliance which are purely technical in nature. If these technical defaults are pursued by the agency, considerable time and energy of the doctor will be diverted to issues which are not so serious, urgent or even helpful to the tax collection process. Further, in all probability, it will hamper the prospects of the hospital coming up. There are two options before you:

- 1) Taking a broader view, ensure substantial tax compliance and ignore defaults that are merely technical in nature.
- 2) Pursue the matter strictly and proceed on all fronts, whether substantial or merely technical.

As the head of the tax agency, which course of action will you opt and why? (250 words)

6. Edward Snowden, a computer expert and former CIA administrator, released confidential Government documents to the press about the existence of Government surveillance programmes. According to many legal experts and the US Government, his action violated the Espionage act of 1971, which identified the leak of State secret as an act of treason. Yet, despite the fact that he broke the law, Snowden argued that he had a moral obligation to act. He gave a justification for his "whistle blowing" by stating that he had a duty "to inform the public as to that which is done in there name and that which is done against them."

According to Snowden, the Government's violation of privacy had to be exposed regardless of legality since more substantive issues of social action and public morality were involved here.

Many agreed with Snowden. Few argued that he broke the law and compromised national security, for which he should be held accountable. Do you agree that Snowden's actions were ethically justified even if legally prohibited? Why or why not? Make an argument by weighing the competing values in this case (250 words)

2019

1) You are heading the rescue operations in an area affected by severe natural calamity. Thousands of people are rendered homeless and deprived of food, drinking water and other basic amenities. Rescue work has been disrupted by heavy rainfall and damage to supply routes. The local people are seething with anger against the delayed limited rescue operations. When your team reaches the affected area, the people there heckle and even assault some of the team members . One of your team members is even severely injured. Faced with this crisis, some team members plead with you to call off the operations fearing threats to their life.

In such trying circumstances, what will be your response? Examine the qualities of a public servant which will be required to manage the situation. (250 words) 20

2) Honesty and uprightness are the hallmarks of a civil servant. Civil servants possessing these qualities are considered as the backbone of any strong organization. In line of duty, they take various decisions, at times some become bonafide mistakes. As long as such decisions are not taken intentionally and do not benefit personally, the officer cannot be said to be guilty. Though such decisions may, at times, lead to unforeseen adverse consequences in the long-term.

In the recent past, a few instances have surfaced wherein civil servants have been implicated for bonafide mistakes. They have often been prosecuted and even imprisoned. The instances have greatly rattled the moral fibre of the civil servants.

How does this trend affect the functioning of the civil services? What measures can be taken to ensure the honest civil servants are not implicated for the bonafide mistakes on their part? Justify your answer. (250 words) 20

3) An apparel manufacturing company having a large number of women employees was losing sales due to various factors. The company hired a reputed marketing executive, who increased the volume of sales within a short span of time. However, some unconfirmed reports came up regarding his indulgence in sexual harassment at the workplace.

After sometime a woman employee launched a formal complaint to the management against the marketing executive about sexually harassing her. Faced with the companies' indifference, in not taking cognizance of her grievances, she lodged an FIR with the police.

Realizing the sensitivity and gravity of the situation, the company called the woman employee to negotiate. In that she was offered a hefty sum of money to withdraw the complaint and the FIR and also give in writing that the marketing executive is not involved in the case.

Identify the ethical issues involved in this case. What options are available to the woman employee? (250 words) 20

4) In a modern democratic polity, there is a concept of the political executive and permanent executive. Elected people's representatives form the political executive and bureaucracy forms the permanent executive. Ministers frame policy decisions and bureaucrats execute these. In the initial decades after independence, the relationship between the permanent executive and the political executive were characterized by mutual understanding, respect and cooperation, without encroaching upon each other's domain.

However, in the subsequent decades, the situation has changed. There are instances of the political executive insisting upon the permanent executive to follow its agenda. Respect for an appreciation of upright bureaucrats has declined. There is an increasing tendency among the political executive to get involved in routine administrative matters such as transfers, posting etc. Under this scenario, there is a definitive trend towards 'politicization of bureaucracy'. The rising materialism and acquisitiveness in social life has also adversely impacted upon the ethical values of both the permanent executive and the political executive.

What are the consequences of this 'politicization of bureaucracy'? Discuss. (250 words) 20

5) In one of the districts of a frontier state, narcotics menace has been rampant. This has resulted in money laundering, mushrooming of poppy farming, arms smuggling and near stalling of education. The system is on the verge of collapse. The situation has been further worsened by unconfirmed reports that local politicians as well as some senior police officers are providing surreptitious patronage to the drug mafia. At that point of time a woman police officer, known for her skills in handling such situations is appointed as superintendent of police to bring the situation to normalcy.

If you are the same police officer, identify the various dimensions of the crisis. Based on your understanding, suggest measures to deal with the crisis. (250 words) 20

6). In recent times, there has been an increasing concern in India to develop effective civil service ethics, code of conduct, transparency measures, ethics and integrity systems and anti-corruption agencies. In view of this, there is a need being felt to focus on three specific areas, which are directly relevant to the problems of internalizing integrity and ethics in the civil services. These are as follows:

- 1) Anticipating specific threats to ethical standards and integrity in the civil services,
- 2) Strengthening the ethical competence of civil servants and
- 3) Developing administrative processes and practices which promote ethical values and integrity in civil services.

Suggest institutional measures to address the above three issues. (250 words) 20
