

- It is also stated that the Commissioner's responsibilities include the following:
 - Evaluating the effectiveness of agencies' processes and procedures for ensuring Code of Conduct compliance.
 - An independent agency should audit organisations/departments and evaluate the steps made to respect civil service ideals. The Central Civil Services Authority could be given this duty.

Difference between the Code of Conduct and Code of Ethics

Parameters	Code of Conduct	Code of Ethics
Meaning	<ul style="list-style-type: none"> Specifies the expected behaviour and actions of individuals within a specific organisation or profession. 	<ul style="list-style-type: none"> Outlines the moral principles, values, and standards that guide ethical decision-making and behaviour in a particular profession or field.
Emphasises	<ul style="list-style-type: none"> Focuses on rules and regulations that govern behaviour and conduct. 	<ul style="list-style-type: none"> Emphasises broader ethical principles and ideals that individuals should aspire to uphold.
Scope	<ul style="list-style-type: none"> Provides specific guidelines for appropriate behaviour, often addressing issues such as conflicts of interest, confidentiality, professionalism, and accountability. 	<ul style="list-style-type: none"> Offers a more comprehensive framework for ethical decision-making, taking into account factors like fairness, honesty, integrity, and social responsibility.
Enforcement	<ul style="list-style-type: none"> Often enforced through disciplinary measures and consequences for non-compliance. Typically developed and enforced by the organisation or professional body to which individuals belong. 	<ul style="list-style-type: none"> Relies on personal commitment and individual responsibility to adhere to ethical principles, with less emphasis on disciplinary actions. May be developed by professional associations or bodies, but also guided by broader societal values and ethical standards.
Functions	<ul style="list-style-type: none"> Primarily concerned with regulating behaviour within a specific organisation or profession. Often more specific and detailed, providing practical guidance for day-to-day actions and decisions. 	<ul style="list-style-type: none"> Aims to shape individual character, promoting ethical behaviour beyond specific professional contexts. Generally more broad and principle-based, allowing for interpretation and application to a wide range of situations.
Variability	<ul style="list-style-type: none"> Can vary between different organisations or professions, reflecting the specific needs and context of each. 	<ul style="list-style-type: none"> May have some universal principles, but can also incorporate specific considerations relevant to a particular profession or field.

7.9 CITIZEN CHARTER

In his 12th report, the **2nd ARC** characterised the Citizen Charter as "**An instrument that seeks to make an organisation transparent, accountable, and citizen-friendly.**" A Citizens' Charter is essentially a series of agreements made by an organisation regarding the service standards that it provides.

7.9.1 Meaning of Citizen

- The term citizen in the Citizen's Charter refers to the clients or customers whose interests and values are addressed by the Citizen's Charter, and thus includes not only citizens, but also all stakeholders, i.e., citizens, customers, clients, users, beneficiaries, other Ministries/ Departments/ Organisations, State Governments, UT Administrations, and so on.
- The effort encompasses not only Central Government Ministries, Departments, and Organisations, but

also State Government Departments and UT Administrations.

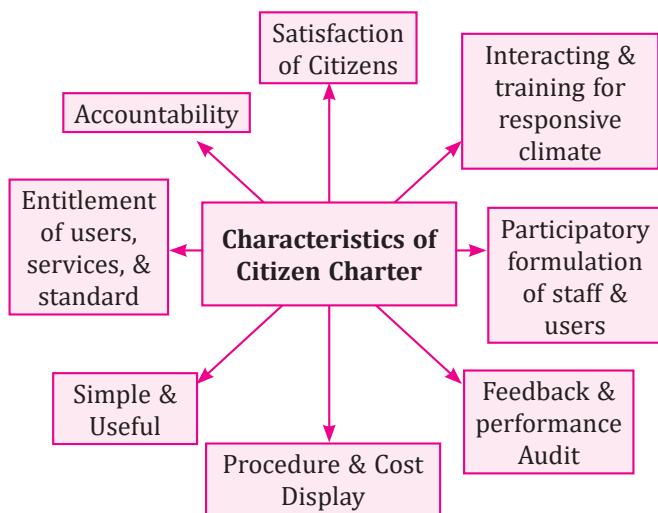


Fig: Characteristics of Citizen Charter

7.9.2 The evolution of the Citizen Charter

- Following in the footsteps of **Prime Minister John Major**, the United Kingdom was the first country to establish the Citizen Charter in 1991.
- Other countries launched comparable schemes to address distinct regional needs, but the notion of transparency and accountability remained consistent.
- **Chief Ministers' Conference in India:** It was introduced on May 24, 1997, at the Chief Ministers' Conference, where a decision was made to implement the Citizen Charter, particularly in areas with a high public interface.
- **Legislative action:** The Residents Charter Bill of 2011 was introduced in 2011 to provide formal backing to the citizen charter in India.
 - It intends to create a framework for assuring the timely delivery of goods and services to residents.
 - It requires any public authority to publish a citizen charter within six months of the Act's adoption or face a fine of up to Rs 50,000.
 - The Indian government has built and published a comprehensive platform for citizens' charters (www.goicharters.nic.in), which contains Citizens' Charters issued by various Ministries, Departments, and Organisations of the Central Government.
- **The Panchayati Raj Ministry published a Model Panchayat Citizens Charter.**
 - It was created to supply services across 29 areas while matching efforts with localised **Sustainable Development Goals (SDGs)**.

The importance of the Gram Panchayat Citizen Charter

- **Professionalism:** It enhances Panchayat's functioning and aids in reaching out to all sectors of society without discrimination.
- **Monitoring and assessing Service delivery:** The Panchayats' promises serve as great standards for monitoring and assessing service delivery.
- **More Accountability at the Grassroot:** It will help residents understand their rights while also holding Panchayats and their elected representatives directly accountable to the people.

7.9.3 Components of Citizen Charter

The following elements should be included in a strong Citizen's Charter: Vision and Mission Organisational Statement:

- **Details of the Organization's Business Transactions.**
- **'Citizens' or 'Clients' information.**
- **Statement of services offered** to each Citizen/ or client group separately, including standards, quality, time period, and how/where to obtain the services.

- Information about the Grievance Redress Mechanism and how to use it.
- Expectations of 'Citizens' or 'Clients'.
- **Additional promises**, such as reimbursement in the event of service delivery failure.
- **Quality:** Improving service quality
- **Choice:** to be made available wherever and whenever practicable.
- **Service delivery standard:** clearly stating what to anticipate and what to do if expectations are not met.
- **Transparency:** The Citizen Charter explains the procedure and grievance redressal mechanism in detail.
- **Accountability** applies to both individuals and organisations.

7.9.4 Principles of Citizen Charter

Six principles of the Citizens Charter movement as originally framed, were:

1. **Quality:** Improving the quality of services;
2. **Choice:** Wherever possible;
3. **Standards:** Specify what to expect and how to act if standards are not met;
4. **Value:** For the taxpayer's money;
5. **Accountability:** Individuals and Organisations; and
6. **Transparency:** Rules/Procedures/Schemes/ Grievances.

These were later elaborated by the Labour Government as the following nine principles of Service Delivery - (1998)

1. Set standards of service;
2. Be open and provide full information;
3. Consult and involve;
4. Encourage access and the promotion of choice;
5. Treat all fairly;
6. Put things right when they go wrong;
7. Use resources effectively;
8. Innovate and improve;
9. Work with other providers.

7.9.5 Features of Citizen Charter

The following are the primary characteristics of a Citizen's Charter:

- **A set of service delivery standards:** The Charter should establish explicit service quality standards so that people understand what to expect from service providers.
 - These requirements must be suitable, dependable, observable, exact, and time-bound.
- **Service delivery transparency and information:** Users have access to accurate and succinct information at the appropriate time and in the right place.

- In layman's terms, the Charters should provide thorough and detailed information about the resources accessible.
- **Choice and contact with users:** The Charter shall provide consumers with a choice of services whenever available. To define service expectations and maintain consistency of service delivery, users of the service should be consulted on a regular and systematic basis.
- **Fairness and assistance in service delivery:** The Charter will help to build a culture of friendly and attentive public service.
- **Citizens' objections and grievances are addressed:** There is a strong link between offering high-quality service and successfully addressing complaints. By encouraging and responding to concerns, the reasons for complaints can be reduced.
 - Recognising "trends" in complaints allows the service provider to address structural and chronic concerns.

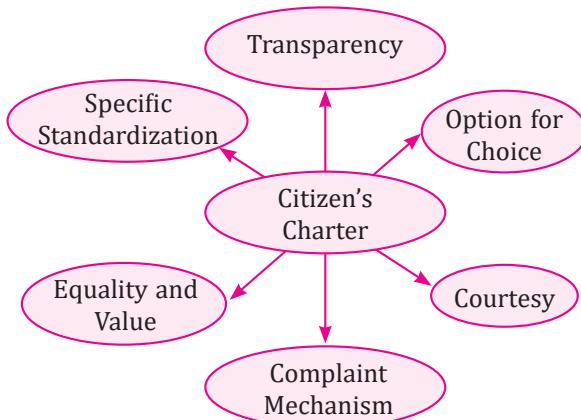


Fig: Features of Citizen Charter

7.9.6 India's Experience with Citizen Charter

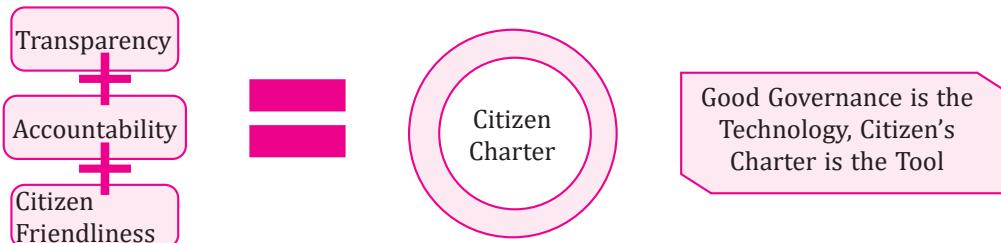
- DARPG and the Consumer Coordination Council, New Delhi, an NGO, performed a study of the Citizens' Charters of several government institutions in October 1998. Given the initiative's infancy in India, the findings were quite optimistic.
- **DARPG recruited a specialised organisation in 2002-03** to develop a standardised mechanism for more accurate, quantitative, and objective internal and external assessment of Citizens' Charters.
- **Major findings of the Agency's assessment report included:** Charters were not formulated through a

consultative process in the majority of cases; service providers are generally unfamiliar with the ideology, goals, and key features of the Charter; and Charters were not given adequate publicity in any of the Departments examined.

- **No funds have been expressly set aside to raise awareness of the Citizens' Charter or train workers on the various components of the Charter;**
- **The Charters are only in the early or middle stages of development.**

Shortcomings of Citizen Charter in India

- **Inadequately constructed and lacking organisational capacity:** important information such as service timetables, grievance resolution mechanisms, and so on is missing.
- **Public awareness is lacking:** public education and communication attempts have been ineffective.
- **There is a lack of adequate groundwork in terms of assessment and improvements** in internal procedures while developing and modifying the citizen charter.
- **No update:** The creation of a charter is viewed as a one-time event that is not updated regularly.
- **No Stakeholder consultation:** When charters are drafted, end-users, civic society, and other stakeholders are not consulted.
 - The interests of the elderly and the poor are overlooked when charters are being drafted.
 - The agency's and staff's behaviours and attitude towards citizens contribute to reform resistance.
- **Lacking understanding:** Service providers' lack of understanding of the Charter's concept, goals, and essential elements.
 - All ministries and departments have yet to come up with the Citizen Charter.
- **Lacking proactive dedication:** In many circumstances, service providers lack dedication and precision in standards and service delivery.
- **Absence of grievance redressal systems:** In the absence of an offended party, efficient and sufficient grievance redressal systems often do not give information in vernacular language.
- **Reluctancy:** Organisations are frequently reluctant to carry out the Citizen Charter's obligations because there is little motive or desire to impose them on their staff.



Measures to Implement the Citizen Charter

The 2nd ARC recommended the following actions to ensure the Citizen Charter's success and consistency in service delivery:

- **Making Citizen Charters Effective:** The charters should clearly state the remedy for penalty compensation in the event of a failure to satisfy the requirements outlined in the charter.
- **Broad consultation process:** A Citizen Charter should be developed after advocating for consultation inside the institution and between the organisation and civil society.
- **In the event of a failure, an adequate grievance redressal system must be in place.** The Citizen Charter should explicitly state the relief that the organisation is obligated to provide if it fails to meet the specified service criteria.
- **One size does not fit all:** The capabilities, resources, and responsibilities of government organisations are not similar, and there is a considerable need to implement the Citizen Charter across the country.
- **Firm Commitment to be made:** The Citizen Charter should be specific and, whenever feasible, excluded from obligations of service delivery standards to citizens in quantifiable terms.
- **Citizens' charters should be evaluated and changed on a regular basis.**
- **Statutory assurances:** The citizen charter must include statutory assurances for the right to receive services.
- **Create the information and facilitation centres:** Every public authority was required by the Bill to construct information and facilitation centres to provide efficient and effective service delivery and grievance redressal.
- "A citizen's charter in every department will send a strong message that the government is committed to preventing and controlling corruption."

7.9.7 The Sevottam model

- **The Sevottam model is meant to be a framework for achieving excellence in public service delivery.**
 - The Sevottam model was created as a result of the Citizen Charter's failure to generate the desired results in terms of improving the quality of public services on its own.
- The Sevottam model is a technique for analysing the efficiency of internal processes and their impact on the quality of service delivery.

Sevottam model is divided into three modules:

1. **Citizen Charter:** Necessitates effective charter implementation, which establishes a system for people to provide feedback on how companies determine service delivery requirements.

2. **Public Grievance Redressal Procedure:** Requires an effective grievance redress procedure that, regardless of the ultimate decision, makes the citizen feel more at ease with how the organisation handles problems.
3. **Capabilities for Service Delivery:** Only if an organisation controls the main components for successful service delivery well and consistently improves its capacity to boost delivery can it achieve excellent service delivery efficiency.

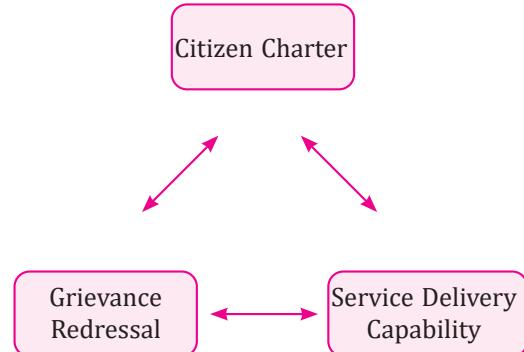


Fig: Trinity of Sevottam Model

The significance of the Sevottam Model:

- From April 2009 to June 2010, the Sevottam model was first implemented in eleven government agencies with large public interfaces.
- The BIS then produced the IS 15700:2005 standard, which permits public service organisations to be granted the Sevottam symbol of excellence if they implement and demonstrate compliance with a set of management systems.
- **The Sevottam model is designed to assess an organisation's ability to enforce the Citizens' Charter**, implement a grievance resolution procedure, and provide services.

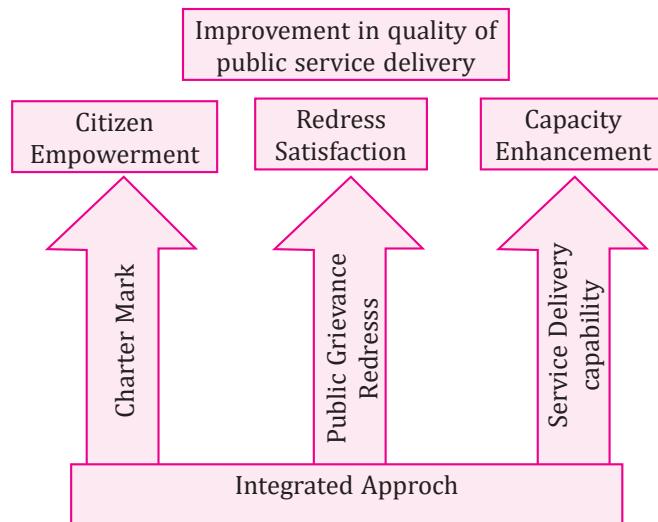


Fig: Significance of Sevottam Model

Conclusion

The Citizen's Charter serves as a tool for improving governance, enhancing public trust, and promoting citizen-centric service delivery. It empowers citizens by making public services more accessible, accountable, and responsive to their needs.

7.10 WORK CULTURE

- Work culture refers to the **values, behaviours, norms, and practises** that define how a business or organisation runs.
 - **It can encompass the mission and values of the organisation**, how employees engage with one another and with management, the level of collaboration and teamwork, and the overall attitude and environment of the workplace.
- A positive work culture can lead to increased employee happiness and productivity, whereas a negative work culture can lead to increased turnover and low morale.

Components of Positive Work Culture

- Communication clarity and transparency.
- Continuous learning and personal development are prioritised.
- A sense of belonging and teamwork.
- Diversity and inclusivity are valued.
- All employees are treated fairly and equally.
- A healthy balance of work and personal life.

Significance of Positive Work Culture

- Workplace culture is crucial to bringing out the best in employees and retaining them for an extended period of time.
- The organisation must provide a favourable environment for employees so that they may concentrate on their work rather than interfering with one another's.

Characteristics of A Healthy Work Culture

- **Employees are happier and more productive in a favourable work environment.**
- **Open and Transparent:** A good work culture promotes open and transparent communication at all levels of the organisation. Employees are free to voice their thoughts, concerns, and criticism, and management actively listens and responds constructively.
- **Trust and respect are important elements of a successful workplace culture.** Employees have faith in their leaders, colleagues, and teams, and they value different viewpoints, contributions, and backgrounds.
- **Clear Values and Purpose:** Employees understand the organisation's mission and values, and their work reflects these ideas, providing meaning and direction.

- **Collaboration and Teamwork:** Employees are encouraged to collaborate, share knowledge and skills, and root for one another's success.
 - Improved problem-solving, innovation, and productivity result from effective teamwork.
- **Work-Life Balance:** Employers encourage flexible work arrangements, prioritise employee well-being, and give resources and assistance to help employees achieve a healthy work-life balance.
- **Employee efforts and successes are recognised and rewarded** in a good work culture.
- **Professional growth:** A good work culture places a high focus on continual learning and professional growth. Employers create opportunities for people to grow and attain their full potential by providing opportunities for skill development, training, and career promotion.
- **Diversity and inclusion are valued and embraced in a healthy work culture.** It fosters creativity, innovation, and a broader viewpoint by creating an environment in which people from varied backgrounds feel accepted, respected, and included.
- **Workload Balance and Realistic Expectations:** A healthy work culture encourages acceptable workloads and realistic expectations of employees. It works to prevent burnout by ensuring that job expectations are manageable and that employees have the resources and support they need to carry out their obligations.
- **Autonomy and Empowerment:** A strong work culture empowers employees by giving them autonomy and decision-making authority in their roles. It expects people to take ownership of their job, make independent decisions, and contribute to the success of the organisation.

Issues and challenges with the Poor Work Culture

A poor work culture can have various detrimental features that negatively impact employee morale, productivity, and overall organisational performance. Here are some common features of a poor work culture:

- **Lack of Communication:** In a poor work culture, there is often a lack of effective communication among employees and between management and staff. This can lead to misunderstandings, conflicts, and a breakdown in teamwork and collaboration.
- **Absence of Trust:** Trust is essential for a healthy work culture, but in a poor work culture, trust is often lacking. Employees may feel unsupported, unappreciated, or undervalued, leading to low morale and decreased engagement.

- Poor Micromanagement:** Poor work culture often involve excessive micromanagement, where managers closely scrutinise and control every aspect of their employees' work. This can create a stifling environment that hampers creativity, autonomy, and individual growth.
- Lack of Recognition and Rewards:** When employees' contributions and achievements are not recognised or rewarded, it can lead to a lack of motivation and a sense of demotivation.
- High Turnover Rate:** A poor work culture can contribute to a high turnover rate, as employees may feel dissatisfied and seek opportunities elsewhere. Constant turnover negatively impacts team dynamics, institutional knowledge, and productivity.
- Bullying or Harassment:** A toxic work culture may involve bullying, harassment, or discrimination, creating a hostile and uncomfortable environment for employees. Such behaviours can lead to emotional distress, reduced job satisfaction, and a decline in overall well-being.
- Lack of Work-Life Balance:** A poor work culture often disregards the importance of work-life balance. Employees may be expected to work long hours, take on excessive workloads, or face unrealistic deadlines, resulting in burnout and a negative impact on their personal lives.
- Resistance to Change:** In a poor work culture, there is often resistance to change and innovation. The organisation may get stuck in outdated practices, processes, and technologies, hindering progress and adaptability.
- Lack of Employee Development:** A poor work culture typically neglects employee development and growth opportunities. This can lead to a stagnant workforce with limited skills, diminished motivation, and decreased job satisfaction.
- Negative Attitudes and Low Morale:** Poor work cultures tend to foster negative attitudes, including cynicism, apathy, and disengagement, among employees. Low morale becomes pervasive, resulting in reduced productivity, increased absenteeism, and a lack of commitment to organisational goals.

Identifying and addressing these issues is crucial for organisations to cultivate a positive work culture that fosters employee well-being, satisfaction, and productivity.

Key concerns in Indian Workplace Culture

- The 'hustle culture':** A sort of intense workaholism remains prevalent in the Indian workplace, as it does in many other Asian industries.
- This culture is fueled by a scarcity mindset,** which states that each worker must share opportunities and resources with over 1.3 billion other people, and there are only so many resources available.
 - This creates a sense of insecurity,** which keeps people trapped in the vices of a toxic work environment.
- The practice of judging an employee based on the number of hours worked** rather than the quality of his or her work is widespread not only in India but across Asia. The Karoshi culture of Japan exemplifies the outcome of this cultural notion.
- According to the ILO's Global Wage Report 2020-21, Indians endure some of the longest work hours** and are among the lowest paid in the world. Working hours could be extended to 48 hours, placing India fifth among countries with the longest working hours.
- The recent epidemic brought to light a variety of difficulties brought forth by this hustling culture, such as too-demanding workplaces and employee fatigue.
- Furthermore, **ossified (Ossify refers to becoming inflexible, conventional, and resistant to change) hierarchies** plague the Indian workplace.

Factors Responsible for Poor Work Culture among Civil Servants

- Bureaucratic indifference:** Bureaucracy lives a privileged existence in ivory towers and is regarded as unconcerned about the needs of the people, particularly the weaker sections. Regardless of success, bureaucracy continues to enjoy huge pay and promotions. Karl Marx expounded on such bureaucratic flaws.
- Lack of performance evaluation:** Employee performance is not appropriately reviewed in a fair, measurable, and objective manner. As a result, there is a dearth of rewards and recognition for outstanding performance, resulting in low levels of motivation and effort among workers.
- Inadequate performance accountability:** Civil officials are not held accountable for poor performance, errors, or delays. This fosters bad performance while failing to weed out the worst performers.
- Seniority principle:** Promotions are dependent on seniority and the fulfilment of specific years of service, and merit is not given sufficient weightage. Employees

get complacent as a result, and the drive to perform is reduced.

- **Job security:** Excessive job security and life-long service lead to complacency since employees assume they will keep their job despite poor performance.
- **Process-oriented:** In government, the emphasis is on closely adhering to the rules and procedures rather than obtaining results.
- **The quantity of finances available to the government is limited,** particularly in developing nations, resulting in a lack of investment in human resources and office conditions.
- **Poor training:** Civil officials, particularly those on the bottom rungs, are not properly prepared to instil civil service principles and skills that will lead to increased production. This results in a lack of dedication and poor performance throughout the workforce.

Measures needed to improve the Work Culture in Civil Service:

- **Sensitivity training:** Chris Argyris' technique (also known as T-Group training) aims to improve mutual understanding and respect among employees, resulting in stronger interpersonal relationships. This lessens disagreements and boosts morale.
- **Public hearings:** Public hearings should be held on a regular basis to address residents' issues in an open and effective manner. This increases responsiveness and enhances the quality of service delivery. In Rajasthan, this has been a success story known as Jan Sunwais.
- **Robust Feedback Mechanism:** Organisations and employees should get clear and consistent feedback on their performance. This motivates them to implement improvements and improve their operations.
- **Public Service Guarantee:** Legal procedures, such as Public Service Guarantee Acts implemented in various Indian states, can be utilised to establish specific legal criteria for service delivery. This creates a legal obligation for employees to perform their obligations while also raising employee awareness.
- **Performance-based pay:** Civil officials' salaries should not be fully fixed and should include a component that increases with their performance. This motivates and recognises good achievement.
- **CCTV surveillance and e-Governance:** Surveillance keeps an eye on employees, which boosts the incentive to work hard. It also serves to prevent inappropriate behaviour.
- **Learning from Private sector practices:** Because the private sector work culture is perceived to have some advantages over the public sector, some private sector practices can be adopted by the government. This can include performance goals, performance-based

remuneration, managerial autonomy, recruiting and firing convenience, and so forth.

Way forward

- **Each employee should be viewed as a separate individual.** Employees should be evaluated exclusively on the basis of their performance.
 - Personal relationships should take a back seat at work. Someone should not be treated differently just because he or she is a relative.
- **Recognising and rewarding top achievers is crucial:** Instead of blaming individuals who did not perform well, encourage them to do better next time. Instead of immediately terminating them, give them another chance.
- **It is a good idea to promote workplace debates:** Employees must discuss issues among themselves in order to draw better conclusions. Everyone should be able to express themselves freely.
 - Transparency at all levels is required for stronger employee connections and healthy company culture.
 - **Data manipulation and tampering are absolutely prohibited** in the workplace. Allow for the flow of information in the desired direction.
- **The organisation needs employee-friendly rules and standards.** The rules and regulations should benefit the employees.
 - Employees are expected to follow the rules of the organisation. Maintaining a high level of discipline at work is crucial.
- **The "Hitler Approach" is inappropriate in the current situation.** Bosses should serve as mentors to their employees. Superiors are required to provide employees with guidance and guide them as needed.
- **In order to deepen their bonds, encourage employees to participate in team-building activities.** To assist employees in improving their current abilities, conduct training programmes, workshops, seminars, and presentations. Prepare them for the challenging times ahead. They should be ready in case of unforeseen situations or a shift in workplace culture.

Conclusion

Companies and organisations must prioritise the creation and maintenance of a positive work culture in order to promote a productive, engaged, and happy staff. Work culture is an essential component of every organisation and may have a considerable impact on employee morale, performance, and well-being. A positive work culture can promote productivity, creativity, and collaboration, whereas a negative work culture can hinder these qualities, resulting in low morale and high turnover.

7.11 QUALITY OF SERVICE DELIVERY

A key responsibility of any government is to provide quality services to its inhabitants. Government services, ranging from healthcare and education to public safety and infrastructure, have a direct impact on the daily lives of their residents. Providing high-quality services is critical for establishing and sustaining public trust, satisfaction, and loyalty.

Challenges with the Quality of Services in India:

Several factors can have an impact on the quality of government service delivery. These are some examples:

- **Inadequate resources:** Ensuring that adequate financial and human resources are available to deliver services is critical for maintaining service quality.
- **Lacking Competent and well-trained personnel:** Government employees' skills and expertise are crucial to the delivery of high-quality services. Providing continuing training and professional development can help guarantee that employees have the skills and expertise needed to provide effective services.
- **Establishing defined policies and processes** can help ensure that services are delivered consistently and efficiently.
- **Bureaucracy and Red Tapism:** Complex policies, procedures, and regulations can delay and inefficiently deliver services.
- **Lack of coordination between agencies:** Conflicting priorities or a lack of communication between government agencies and departments can slow service delivery.
- **Balancing the demands of different interest groups:** Governments must often balance the needs of different groups, such as age groups, income levels, or geographic locations. It can be challenging to accommodate all residents' demands and expectations.

7.11.1 Characteristics of Quality Service Delivery

- **Reliability:** Quality service delivery is constant and dependable. Beneficiaries should expect to receive the provided service on time and without faults or interruptions. It entails providing agreed-upon services and adhering to specified criteria.
- **Quality service delivery is attentive to beneficiaries inquiries,** requests, and concerns. It entails timely and effective communication, problem-solving, and a willingness to go above and beyond to meet the demands of customers.
- **Competence and expertise:** Quality service delivery is supported by competent and knowledgeable employees.

- Service providers have the essential skills, training, and expertise to perform services successfully and efficiently. They stay current on industry changes and best practices.
- **Personalization:** Quality service delivery recognises the uniqueness of each beneficiary and attempts to personalise the service experience.
 - It entails adapting services to specific consumer needs, tastes, and situations.
 - **For example,** provisions of the Citizen Charter.
- **Clear Communication:** Quality service delivery is dependent on clear and effective communication between service providers and beneficiaries. It entails communicating information, instructions, and updates in a simple, intelligible manner, as well as actively listening to beneficiaries feedback.
- **Efficiency and Timeliness:** Quality service delivery is both efficient and timely. It entails minimising avoidable delays, simplifying operations, and delivering services within agreed-upon timeframes. Beneficiaries are not subjected to long lines or superfluous red tape.
- **Attention to Detail:** Quality service delivery pays attention to the specifics. It entails guaranteeing correctness, precision, and thoroughness in service delivery. Service providers attend to the minor details that can make a huge impact on the beneficiary's experience.
- **Continuous Improvement:** Quality service delivery is devoted to continuous improvement. It entails conducting frequent reviews and assessments of service delivery processes, finding opportunities for improvement, and making changes to improve customer satisfaction and organisational performance.

Measures needed for the improvement of the Quality of Services

- **Effective communication and collaboration:** Effective communication and collaboration among agencies and departments can improve service coordination and delivery.
- **Technology can improve the efficiency and efficacy** of service delivery, but it is critical to ensure that the technology employed is reliable and user-friendly.
 - **For example,** the introduction of JAM trinity, PRAGATI portal, the e-Kranti portal, etc.
- **Responsiveness to changing wants and expectations:** Governments must be attentive to their citizens' changing needs and expectations, and they must always seek methods to enhance and innovate their service delivery.
 - Providing the **Citizen Charter** by every department and ministry.

- **Twitter Seva:** The government's latest social media project lets citizens request services, file complaints, and get rapid responses.
- **Transparency and accountability:** Ensuring transparency and accountability in the service delivery process can aid in the development of citizen trust and confidence.
 - **Prevent leakages in PDS through DBT.**
- **Establish clear goals and performance criteria:** Establishing clear goals and performance standards can help guarantee that services are consistently and successfully supplied.
 - **Public Service Guarantee Act:** State governments, starting with Madhya Pradesh in 2010, have implemented PSG Acts that set timetables for service delivery and consequences for noncompliance.
- **Involve citizens in the process of service delivery:** Involving citizens in the service delivery process can assist guarantee that services satisfy the needs and expectations of those who use them.
 - 2nd ARC recommended the citizen-centric administration.
- **Invest in professional growth and training:** Continuous training and professional development can assist guarantee that government employees have the skills and expertise needed to provide high-quality services.
 - Government introduced the **360-degree mid-career training** module for capacity building.
- **Simplify rules and procedures:** Simplifying policies and procedures can assist minimise bureaucracy and increase service delivery efficiency.
 - **For example,** Biometric-enabled Ration Card Security System.

Conclusion

Providing outstanding services is difficult for governments, but there are various solutions and best practices. These include setting clear goals and performance standards, involving citizens in service delivery, using performance data to drive continuous improvement, investing in training and professional development, simplifying policies and procedures, using technology to improve efficiency, fostering agency collaboration and coordination, and fostering a customer service culture.

7.12 THE UTILISATION OF PUBLIC FUNDS

The term "**Public funding is money that comes from the government, often through taxes, that's used to help the public through goods and services.**". Direct taxes, indirect taxes, non-tax earnings, and outside financing all contribute to the government's revenue. These public funds are referred to as public funds, and they must be spent in accordance with the law.

7.12.1 Issues with the Utilisation of Public Funds

- **Under-utilisation of Plan expenditures by states** can be linked to institutional and procedural bottlenecks in the process of implementing Plan schemes, as well as deficiencies in the district-level planning process.
 - **The Parliamentary Standing Committee on Labour** said that there had been an increase in the allocation for the Ministry from ₹12,065.49 crores in the Budget Estimate, but only ₹2,566 crores could be spent as of February 15, 2021, which amounts to the utilisation of only 52.8% of the funds.
- **Deficits in decentralised planning** carried out in the schemes as a result of insufficient staff to carry out planning activities, inadequate attention to capacity building, and a limited role for community participation in the planning process.
 - **The Parliamentary Standing Committee on Labour** also observes that gross underutilization of funds has impacted the performance of certain schemes, thereby defeating the laudable intent of these schemes in benefiting the targeted group.
- **Blockages in budgetary processes in the schemes**, such as delays in the flow of funds, in releasing sanction orders for spending, centralised decision-making in the States, an insufficient delegation of financial powers to district/sub-district level authorities, and uniform Centrally Sponsored Schemes norms for all states.

Government Accounts

- **Consolidated Fund of India:** This fund was formed in accordance with Article 266 (1) of the Indian Constitution.
- The Consolidated Fund of India holds all of the government's direct and indirect tax revenues, borrowing expenses, and loan repayments.
- **Contingency Fund of India:** Article 267(1) of the Indian Constitution establishes the Contingency Fund of India.
- **The Contingency Fund of India shall be held on behalf of the President** by a Secretary to the Government of India in the Ministry of Finance.
- Advances from India's Contingency Fund will be made to cover unforeseen expenses.
- **Public Account:** Article 266 (2) of the Constitution established the Public Accounts of India fund.
- It accounts for flows in transactions in which the government is just acting as a banker.

- Furthermore, the lack of need-based budgeting in the programmes, which is frequently carried out without sufficient analysis of unit costs on the ground, suggested that allocations for some of the schemes were chosen top-down and unrealistically.
- **Misappropriation of funds:**
 - **Misappropriation of public funds** involves MPs investing MPLAD cash in their own private trusts and societies.
 - **Recommending unlawful projects**, insisting on selecting implementing agencies, seeking to control payments to contractors, and consistently refusing openness and accountability all add up to theft.
- **Misutilisation:**
 - **Misuse of public funds includes spending without adequate authority** or spending that is illegal or contradictory to applicable legislation, regulations, policies, and procedures.
 - **Purchases that are wastefully superfluous** and are not in line with the organization's commercial or operational needs may also constitute an abuse of public funds.
 - **Misuse of public assets encompasses both inappropriate or illegal use** of government property and a failure to protect such assets.
 - ◆ The Comptroller and Auditor General (CAG) founded in 2012 that the then-governing body had fraudulently awarded 216 coal blocks to public and private firms from 1993 to 2006, wasting millions of dollars.
- **Freebies for political power:** Irrational freebies entice people. This wasteful spending puts a strain on the government's finances. It hinders the ruling party from spending properly for everyone.
- **Limited Power of CAG:** The Comptroller and Auditor General of India is the protector of the public purse and regulates the whole financial system of the country at both the state and central levels, but it can only audit the account after expenditure. CAG cannot ensure whether the funds are spent correctly.

Measures needed to improve Public Finance

- **Sustainability of the funding:** A public entity using public funds should consider the impact of its financing decisions and future funding needs.
 - Public organisations should assure fair and reasonable funding for a cause without jeopardising long-term service delivery.
 - **For example, fertiliser subsidies** are distorting nature and creating environmental challenges.
- **Following the Principles of Public Fund Utilisation:** Public entities employing public funds should follow these guidelines:
 - Government agencies must comply with the law. Use public funds with consent from a competent authority.
 - Unauthorised spending leads to overspending. Funds must also be used for their intended purpose.
 - **Accountability:** Government agencies using public funds should be able to offer complete and accurate accounts of their operations and have sufficient governance and management arrangements to resolve any shortcomings.
- **Promoting Good governance:** Good governance requires decentralisation, legislative loopholes, strengthening public institutions like CVC and RTI, administrative accountability, and a more democratic society to successfully employ public finances.
- **Value for Money:** The government should find and maintain the optimal public expenditure by balancing societal benefits and expenses. Every government dollar must maximise society's benefit.

Conclusion

Good governance and digitalization have reduced corruption and loopholes, but there is still a long way to go. People's participation, increasing moral responsibilities in agencies and bureaucracy, focusing on scheme implementation and output, and transparency in procedures can help.

7.13 CORRUPTION

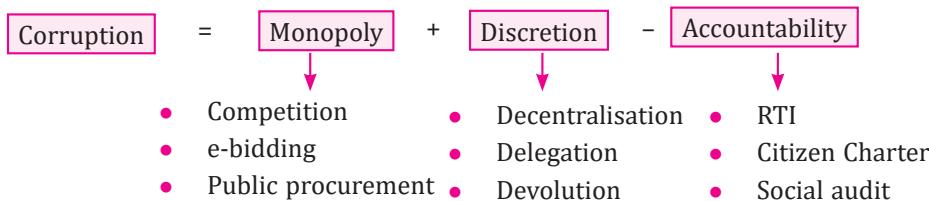
- **India is the 85th least corrupt nation out of 180 countries**, according to the 2022 Corruption Perceptions Index reported by Transparency International.

7.13.1 Types of Corruption (As given by the 2nd ARC)

Coercive Corruption	Collusive Corruption
<ul style="list-style-type: none"> ● Here, the citizen is compelled to pay a bribe in order to get the service. ● Citizens end up losing much more when they try to resist corruption. ● It can be in the form of delays, harassment, lost opportunity, loss of precious time and wages, and at times even potential danger of losing life or limb. 	<ul style="list-style-type: none"> ● There is collusion between the bribe giver and the public servant. ● Both of them benefit at the expense of society. ● For example, in awarding contracts for public works, procurement of goods and services, recruitment of employees, etc.

Variants of Corruption

- **Misappropriation** is the theft of resources by those who are assigned to administer them. It happens when dishonest employees steal from their bosses. When a state employee steals from the public institution in which he or she is engaged and from resources that he or she is obliged to administer on behalf of the public, this is a serious offence.
- **Nepotism** is a form of favouritism in which an official prioritises his proper kin and family members (wife, brothers and sisters, children, and in-laws).
 - Many unconstrained rulers have attempted to secure their authority by appointing family members to significant political, economic, and military/security roles inside the state apparatus.
- **Conflict of Interest:** It is a minor but significant component of the larger issue of police ethics and corruption.
- **Favouritism** is a weapon of power abuse that implies “privatisation” and a highly biased allocation of state resources, regardless of how these riches were acquired in the first place.
- **Favouritism** is the inherent human tendency to prefer friends and family above strangers. Favouritism is linked to corruption since it indicates a corrupted distribution of resources. This is the flip side of the coin, where corruption is the acquisition of resources.
- **Fraud** is a financial crime that involves deception, scams, or fraud. Fraud is defined as the manipulation or distortion of information, facts, and expertise by public officials who are placed between politicians and citizens in order to gain personal benefit.
 - Fraud occurs when a public official (principal) who is responsible for carrying out orders or tasks assigned by his superiors (principal) manipulates the flow of information for personal gain, resulting in the widely used principal-agent or incentive theory used by economists to study this phenomenon.
- **Bribery:** Bribery is the payment (in money or kind) given or received in a corrupt relationship. A bribe is a fixed fee, a percentage of a contract, or any other monetary or in-kind favour provided to a public official who can make contracts on the state's behalf or otherwise distribute benefits to corporations or individuals, businessmen, and clients.



7.13.2 Challenges Posed by Corruption

- People benefiting from corruption try to maintain the status quo and resist any reform.
- **It lowers productivity** and reduces the effectiveness of industrial policies.
- **Infrastructure Failure:** The Mafia uses construction to launder money and make money.
 - Bribery, favouritism and influence-peddling are suspected of violating land-use and authorization limitations, resulting in dangerous buildings.
- Countries with higher corruption have **lower social investments** like education, healthcare, etc.
- **It leads to inequality among the masses.** The recent Oxfam report on inequality points towards this.
- **Undermines ease of doing business.** Although accurate numbers for the economic implications of corruption are difficult to come by, **International Monetary Fund (IMF)** research from 2016 suggested that the cost of bribery alone ranges from \$1.5 to \$2 trillion per year.

- **Red Tapism:** Corruption in the public services sector carries high risks for conducting good businesses. Companies are likely to receive unwanted red tape, petty corruption, and bribes for finalising any procedures or deals.
- **Corruption leads to a loss of legitimacy in the political system** and gives free rein to non-state actors. Example- Left-wing extremism

7.13.3 Causes of Corruption

Santhanam committee (1963) identified the following causes of corruption in India:

- **Monopoly of government:** Government taking upon itself more than what it could manage by means of regulatory functions.
- **Wide discretion:** Scope of discretion in the exercise of powers vested in the various categories of government servants.
- **Complex laws and regulations:** Cumbersome procedures in dealing with various matters in dealing

with the public that were of importance to citizens in their day-to-day life.

- **Other Reasons:**

- **The Weak Legal Framework for Punitive Action:** Because of ill-defined policies, weak regulatory frameworks, and large indiscretions among ministers and high public officials.
- **Political Corruption:** Due to the vast geographical area of a constituency, with more than two million voters in many cases, a candidate has to spend huge amounts of money to contest the elections.
- **Over-Regulation:** combined with a weak state, fosters corruption.
- **Bureaucratic Red-Tapism and Abetting Corruption:** This has been suitably highlighted by Robert Merton as, "When the rule becomes more important than the game itself".
- **Rise of the Elites and Post-Liberalisation Corruption:** Mega corruption thrives because of a nexus between big business, politicians, and bureaucrats, as highlighted by Transparency International.

The 2nd ARC identified three key causes of high corruption

- 1. First, colonial power and arbitrariness persist.** Public leaders can deviate from ethics in a power-obsessed society.
- 2. Second, our society is highly unequal.** Corruption is easier due to power asymmetry.
- 3. Third, the Indian state's early policies left citizens at the state's mercy.** Overregulation, significant limits on economic activity, heavy state control, near-monopoly of the government in many areas, and a scarcity economy fostered uncontrolled corruption.

7.13.4 Effects of Corruption on Government Services

Corruption is self-perpetuating, resulting in a cascade of corrupt acts. Corruption harms the entire administration and governance system because of the following consequences:

- **Snowballing:** Small instances of corrupt behaviour tend to snowball into larger ones. Not tackling corruption in a timely manner and turning a blind eye shows that it is acceptable. This increases the likelihood that trespassers will engage in corruption more frequently and on a larger scale.
- **Becoming a norm:** Violations that are disregarded or are not dealt with appropriately by the organisation may be interpreted as acceptable. This increases the likelihood that others in the organisation may feel justified or encouraged to follow suit.

- **Radiation:** Corruption in one area of the civil service harms the reputation of the entire civil service. Citizens and the media, in general, do not distinguish between the several branches of government.
 - As a result, corruption is imputed to the entire public system, undermining its legitimacy.
- **Revelation:** Transparency is a key principle in the public sector. Civil servants work in a fishbowl, always being watched from all sides and studied with a magnifying glass.
 - Corrupt acts are thus more likely to be detected and exposed by the media, often resulting in public indignation and a loss of public trust.

7.13.5 Characteristics of Corruption in India

The Consultation Paper on Probity in Governance issued by the **National Commission to Review the Working of the Constitution** listed the following characteristics of corruption in India:

- 1. First, in India, corruption occurs upstream rather than downstream.** Corruption at the highest levels influences key decisions concerning development objectives, programmes, and projects.
- 2. Second, in India, corruption has wings rather than wheels.** The majority of corrupt gains made in the region are immediately smuggled out of the territory to safe havens abroad.
 - While capital flight occurs in other countries as well, a bigger share of it is invested. In other words, corrupt money in other regions of the world is more likely to be used to finance business than to fill overseas accounts.
- 3. Third, in India, corruption frequently leads to advancement rather than imprisonment.** Unless they belong to the other team, huge fish rarely fry.
 - In contrast, developed countries frequently have an accountability framework in place where even top leaders are examined and prosecuted.
 - The most irritating part of corruption in India is that the dishonest are frequently too powerful to go through an honest accountability process.
- 4. Fourth, corruption happens in India, where hundreds of millions of people live in poverty and lack access to basic necessities** such as healthcare, education, and safe drinking water, and sanitation. The vast majority are impoverished and destitute, while a few acquire riches through corruption.

7.13.6 Ways and Means to Tackle Corruption

- **Strict Adherence to the Code of Conduct and Code of Ethics:** The code of conduct established for various officials needs to be backed by a Code of ethics that needs to be imbibed internally by the officials.

- This will ensure that there will be no need to coerce public officials to show ethical behaviour.
- **Effective Implementation of Institutional Measures:** Strict and evolved implementation of the accountability mechanisms, by effective laws, mechanisms, procedures, or tools, in accordance with the changing dynamics of society's requirements, is crucial.
- **Use of Technology:** Use of e-governance and ICT tools to build dynamic and continuous exchanges between key stakeholders, ensuring transparency and accountability in governance.
- **Power to the People:** Citizens also need to undergo attitudinal change and must refrain from bribing officials through 'speed money' to get their work done faster.

Conclusion

If corruption levels in India are reduced to those in Scandinavian countries, GDP would increase by 1.5% and investment would increase by 12%. If all the black money from overseas is brought back, India can pay back its debt.

7.13.7 Present Mechanisms in India to deal with Corruption

Legislations for Dealing With Corruption

- **Indian Penal Code, 1860:**
 - Section 169 has provisions for up to two years of imprisonment with a fine for unlawfully buying or bidding on property.
 - A provision of prior sanction from the state or the Central government is required in order to prosecute a public servant.
- **The Benami Transactions (Prohibition) Act, 1988:**
 - It prohibits benami transactions (property in the false name of the other person who does not pay for it) except when it is purchased in the wife's or unmarried daughter's name.
- **The Benami Transactions (Prohibition) Amendment Act, 2016**
 - ◆ Imprisonment has been extended up to seven years with a fine.
 - ◆ Furnishing false information is punishable by five years of imprisonment and a fine.
 - ◆ The initiating officer may pass an order to continue holding property and may then refer the case to the adjudicating authority, which will then examine evidence and pass an order.
 - ◆ The Appellate Tribunal will hear appeals against orders of the Adjudicating Authority.
 - ◆ The High Court can hear appeals against orders of the Appellate Tribunal.

- **Prevention of Corruption Act, 1988:**
 - It provides for penalties in relation to corruption by public servants and also for those who are involved in the abetment of an act of corruption.
 - The 2018 Amendment criminalised both bribe-taking by public servants and bribe-giving by any person.
- **Prevention of Money Laundering Act, 2002:**
 - Money Laundering is the process of making money earned through illegitimate sources appear legitimate.
 - The act empowers the Enforcement Directorate to conduct money laundering investigations.
 - It has provisions for rigorous imprisonment along with fines.
 - Banking companies and financial intermediaries are obliged under the act to maintain records of financial transactions of specified nature and value.
- **The Companies Act, 2013:**
 - It provides for corporate governance and prevention of corruption and fraud in the corporate sector.
 - The term 'fraud' has been given a broad definition and is a criminal offence under the Companies Act.
 - In cases involving fraud specifically, the Serious Frauds Investigation Office (SFIO) has been set up under the Ministry of Corporate Affairs, which is responsible for dealing with white-collar crimes and offences in companies.
 - The SFIO conducts investigations under the provisions of the Companies Act.

Institutions for Dealing With Corruption

- **Lokpal and Lokayukta:**
 - Lokpal and Lokayukta Act, 2013, provided for the establishment of Lokpal at the Union level and Lokayukta at the state level.
 - They inquired into allegations of corruption against certain public officials.
 - The jurisdiction of Lokpal includes the Prime Minister, Ministers, MPs, Group A, B, C, and D officers, and officials of the Central government.
 - It has the power to confiscate assets or other benefits acquired through corrupt means.
 - Lokpal is legally mandated to receive and handle complaints concerning alleged offences against public employees under the 1988 Prevention of Corruption Act.
- **Issues With Lokpal:**
 - ◆ **Complete Exclusion of Judiciary:** Which hampers the prospects of making the judiciary accountable.

- ◆ **No Full Authority to Investigate the Prime Minister:** The act prohibits inquiry against the PM in certain cases like atomic energy, etc.
 - ◆ **Not Much Protection to Whistle-Blowers:** This acts as an impediment in drives against corruption.
 - ◆ **Delay in Appointment of Lokpal:** For years, the appointment of Lokpal was delayed over technical issues.
- **Chief Vigilance Commission (CVC):**
- The Central Vigilance Commission is the apex vigilance institution.
 - The CVC was set up by the Government in 1964 on the recommendations of the Committee on Prevention of Corruption, headed by K. Santhanam.
 - The CVC is independent of any Ministry or Department and is only accountable to Parliament.
 - **It is empowered to inquire into offences alleged to have been committed under the Prevention of Corruption Act, 1988**, by certain categories of public servants.
 - Its annual report gives the details of the work done by the commission and points to systemic failures that lead to corruption in government departments.
 - **Limitations of CVC:**
 - ◆ It is treated as an advisory body with no power to register criminal cases.
 - ◆ It lacks the resources and powers to take action on cases of corruption.
- **Central Bureau of Investigation:**
- The CBI was formed as the Special Police Establishment in 1941, to investigate cases of corruption in procurement during World War II.
 - The CBI was formed by a resolution of the Home Affairs Ministry on the recommendations of the Santhanam Committee.
 - **Its important role is to prevent corruption and maintain integrity** in administration. It works under the supervision of the CVC.
 - **It investigates cases connected to infringements of economic and fiscal laws** at the request of the department concerned or in consultation with the concerned department.
 - It investigates **crimes of a serious nature**, that have national and international ramifications and are committed by professional criminals or organised gangs.
 - It coordinates the activities of the various state police forces and anti-corruption agencies.
 - **It maintains crime statistics and disseminates** criminal information.

- The CBI is India's representative for correspondence with the INTERPOL.
- **Issues with CBI:**
 - ◆ **Lack of Independence:** CBI is dependent on the home ministry for its staff.
 - ◆ **Political Interference:** CBI has been termed a caged parrot by the Supreme Court due to excessive interference by the government.
 - ◆ **Dependence on the State Government:** CBI needs the consent of the state in question before starting the investigation. The state of West Bengal withdrew the general consent given to the CBI.
 - ◆ **Lack of Accountability:** As CBI is outside the ambit of RTI.
 - ◆ **Prior Consent:** Central government is required to start an investigation on officers at the level of Joint Secretary and above.

Whistleblowing

It is the act of exposing the alleged bribery, incompetence, corruption, fraud, or unethical behaviour within public, private, or third-sector organisations by an authority figure or the public.

Origin of Whistleblowing:

- In 2001, the Law Commission recommended that a law protecting whistleblowers be enacted in order to combat corruption.
- In 2003, the Golden Quadrilateral project in Bihar was exposed to corruption by Satyendra Dubey, a project engineer with India's National Highway Authority.
 - In November 2003, he was shot dead in Gaya. For the murder, three people had been sentenced to life in 2010.
 - In the wake of his murder, calls came for a law to protect whistle-blowers.
- In 2004, the Supreme Court of India, in response to a petition, ordered the Central government to put in place "administrative machinery for acting on complaints from whistleblowers before a law is enacted."
- In response, the government issued the 'Public Interest Disclosure and Protection of Informers Resolution (PIDPIR)' in 2004.
- The Second Administrative Reforms Commission also suggested that whistle-blowers be protected by enacting new legislation.
- **To rectify International treaties:** In 2005, India signed the UN Convention against Corruption which offers adequate protection and safeguards for those who complain and facilitates reporting on corrupt public servants.

- The Whistle Blowers Protection Bill was introduced in 2011 and became an act in 2014.

Salient Features of the Act

- Protecting whistle-blowers:** It protects people who report abuse, deliberate misuse of authority, or arbitrary use of discretion of any power by a public official from harassment, as well as keeping whistle-blowers' identities secure.
- Provide safeguards:** In addition, the act provides sufficient protection against victimisation of the individual filing such a complaint.
- The limited time frame for complaint filing:** The law prohibits anonymous allegations and expressly specifies that until the plaintiff establishes his or her identity, no action can be taken by a competent authority.
 - A complaint can be filed within a span of seven years.
- Criminalise false claims:** Anyone who unintentionally or maliciously discloses the identity of a plaintiff faces a sentence of up to three years in prison and a fine of up to Rs 50,000.
- Appeal to high court:** Any individual who is aggrieved by a Competent Authority order has sixty days from the date of the order to file an appeal with the concerned High Court.
- Exemptions:** The act does not apply to staff and officers of the Special Protection Group (SPG), which was formed under the Special Protection Group Act of 1988.
- The Whistle Blowers Act supersedes the Official Secrets Act of 1923,** allowing a claimant to make public interest disclosures to competent authorities even though they are in violation of the latter act but do not jeopardise the nation's sovereignty.
- Protection from disclosing identity:** The Vigilance Commission shall not disclose the identity of the complainant except to the head of the department if deemed necessary. The Act penalises any person who has disclosed the identity of the complainant.
- Identity of the complainant:** Every complaint has to include the identity of the complainant.

Issues with Whistle Blowers Protection Act, 2014

- Delayed implementation:** The implementation of the WhistleBlower Protection Act has been delayed. As a result, some people have been harassed, attacked, or killed for their position as RTI activists or whistleBlower.
- Anonymous complaints not allowed:** The act does not allow anonymous complaints which is defeating the very purpose of the act. For example - The submission of the identity of the officer can be

revealed and become a threat to life, for instance - Satyendra Dubey.

- Organisational execution is ineffective:** In several industries, the whistle-blower policy manual is not used to offer instructions to workers on the whistleblower programme.
- The whistleblowers have very little protection** in India and hence they are wary of sending documentary evidence either to the regulator or to their employers.
- Cases are on the rise:** About a third of the 50 companies of the National Stock Exchange of India's Nifty index said in their last financial year annual reports that they together received 3,508 whistleblower complaints in 2018, up from 3,139 complaints the previous year.
- Issue with Whistle-blower amendment bill 2015:** It dilute the several provisions of earlier act for example
 - Disclosures cannot be made under the Bill**, if it is prohibited under the OSA.
 - Incorporates provisions to keep issues of national security out of its purview.
- Too many exemptions:** It makes a lot of information inaccessible to the public on various grounds.
 - But the bill failed in Rajya Sabha and lapsed when the 16th Lok Sabha got dissolved in May 2019.

2nd ARC recommended the following

Measures

- Appropriate legislation must be enforced** to protect innocent whistle-blowers.
- Empowering:** Legislation should be enacted immediately to provide protection to whistle-blowers 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 victimisation in their career, and other administrative measures to prevent bodily harm and harassment.
- The legislation should cover corporate whistleblowers** unearthing fraud or serious damage to the public interest by wilful acts of omission or commission.
 - SEBI recently introduced a tipping mechanism.** SEBI will award up to ₹1 crore for information and successful action against insider traders. It has also created a "cooperate and confidentiality" mechanism.

Other Measures Taken to eliminate Corruption

- The Indian government is committed to "Zero Tolerance Against Corruption"** and has implemented a number of anti-corruption measures, including:

- To eliminate corruption, systemic reforms must be implemented to increase transparency in citizen-friendly services.
 - This includes, through the Direct Benefit Transfer scheme, the direct and transparent transfer of welfare benefits to citizens under various government programmes.
 - E-tendering is a type of public procurement.
 - E-Government implementation and process and system simplification
 - The Government e-Marketplace (GeM) is being introduced for government procurement.
- Interviews for Group 'B' (Non-Gazetted) and Group 'C' postings in Government Departments have been halted.
- **Updation in rules and procedures:** Both the Central Civil Services (Classification, Control, and Appeal) Rules and the All India Services (Disciplinary and Appeal) Rules have been updated to offer more specific timetables for disciplinary processes.
 - The Prevention of Corruption Act of 1988 has been revised to expressly criminalise bribery.
- **The Right to Information (RTI) Act** was passed in 2005 to create a practical framework for the right to information, allowing citizens to acquire access to data held by public agencies.

PREVIOUS YEAR'S QUESTIONS

1. Whistle-blower, who reports corruption and illegal activities, wrongdoing, and misconduct to the concerned authorities, runs the risk of being exposed to grave danger, physical harm, and victimisation by the vested interests, accused persons, and his team. What policy measures would you suggest to strengthen protection mechanisms to safeguard the whistle-blower? (2022)
2. Write short notes on the following in 30 words each: (2022)
 - a. Constitutional morality
 - b. Conflict of interest
 - c. Probity in public life
 - d. Challenges of digitalization
 - e. Devotion to duty
3. Effective utilisation of public funds is crucial to meet development goals. Critically examine the reasons for under-utilisation and mis-utilisation of public funds and their implications. (2019)
4. Effective utilisation of public funds is crucial to meet development goals. Critically examine the reasons for under-utilisation and mis-utilisation of public funds and their implications. (2019)
5. What are the basic principles of public life? Illustrate any three of these with suitable examples. (2019)

6. What do you understand about probability in governance? Based on your understanding of the term, suggest measures for ensuring probity in government. (2019)
7. "Non-performance of duty by a public servant is a form of corruption" Do you agree with this view? Justify your answer. (2019)
8. There is a view that the official secrets act is an obstacle to the implementation of the Rights to Information act. Do you agree with the view? Discuss (2019)
9. Impact of digital technology as a reliable source of input for rational decision making is a debatable issue. Critically evaluate with a suitable example. (2019)
10. "Non-performance of duty by a public servant is a form of corruption" Do you agree with this view? Justify your answer. (2019)
11. Explain the basic principles of the citizens' charter movement and bring out its importance. (2019)
12. What is meant by conflict of interest? Illustrate with examples, the difference between the actual and potential conflicts of interest. (2018)
13. Distinguish between the "Code of Ethics" and "Code of Conduct" with suitable examples. (2018)
14. "The Right to Information Act is not all about citizens' empowerment alone, it essentially redefines the concept of accountability. Discuss.
15. "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)
16. 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)
17. Discuss the Public Services Code as recommended by the 2nd Administrative Reforms Commission. (2016)
18. Discipline generally implies following orders and subordination. However, it may be counter-productive for the organisation. Discuss. (2015)
19. Some recent developments such as the introduction of the 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 minimised.

(2015)

20. 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.

(2014)

21. 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? (2014)

22. 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. A) Evaluate the effectiveness of these measures with justifications. B) Suggest more effective strategies to tackle this menace.

(2014)

CASE STUDIES

Case studies: 2022

Prabhat was working as Vice President (Marketing) at Sterling Electric Ltd., a reputed multinational company. But presently the company was passing through the difficult times as the sales were continuously showing a downward trend in the last two quarters. His division, which hitherto had been a major revenue contributor to the company's financial health, was now desperately trying to procure some big government order for them. But their best efforts did not yield any positive success or breakthrough.

His was a professional company and his local bosses were under pressure from their London-based HO to show some positive results. In the last performance review meeting taken by the Executive Director (India Head), he was reprimanded for his poor performance. He assured them that his division is working on a special contract from the Ministry of Defence for a secret installation near Gwalior and the tender is being submitted shortly.

He was under extreme pressure and he was deeply perturbed. What aggravated the situation further was a warning from the top that if the deal is not clinched in favour of the company, his division might have to be closed and he may have to quit his lucrative job.

There was another dimension which was causing him deep mental torture and agony. This pertained to his personal precarious financial health. He was a single earner in the

family with two school-college-going children and his old ailing mother. The heavy expenditure on education and medical was causing a big strain on his monthly pay packet. Regular EMI for a housing loan taken from bank is unavoidable and any default would render him liable for severe legal action.

In the above backdrop, he was hoping for some miracle to happen. There was sudden turn of events. His Secretary informed that a gentleman Subhas Verma wanted to see him as he was interested in the position of Manager which was to be filled by him in the company. He further brought to his notice that his CV has been received through the office of the Minister of Defence.

During the interview of the candidate-Subhash Verma, he found him technically sound, resourceful and an experienced marketeer. He seemed to be well-conversant with tendering procedures and having the knack of follow-up and liaising in this regard Prabhat felt that he was a better choice than the rest of the candidates who were recently interviewed by him in the last few days.

Subhash Verma also indicated that he was in possession of the copies of the bid documents that the Unique Electronics Ltd. would be submitting the next day to the Defence Ministry for their tender. He offered to hand over those documents subject to his employment in the company on suitable terms and conditions. He made it clear that in the process, the Sterling Electric Ltd. could outbid their rival company and get the bid and hefty Defence Ministry order. He indicated that it will be win-win situation for both-him and the company.

Prabhat was absolutely stunned. It was a mixed feeling of shock and thrill. He was uncomfortable and perspiring. If accepted, all his problems would vanish instantly and he may be rewarded for securing the much-awaited tender and thereby boosting company's sales and financial health. He was in a fix as to the future course of action. He was wonder-struck at the guts of Subhash Verma in having surreptitiously removing his own company papers and offering to the rival company for a job. Being an experienced person, he was examining the pros and cons of the proposal/situation and he asked him to come the next day.

- Discuss the ethical issues involved in the case.
- Critically examine the options available to Prabhat in the above situation.
- Which of the above would be the most appropriate for Prabhat and why?

(250 words)

Approach

- Identify the stakeholders involved, issues and ethical aspects.
- Discuss the options Available to Prabhat:
 - Reject Subhash Verma's Offer.
 - Report the Incident.
 - Seek Legal Advice.
- Discuss the most appropriate option.

Case Study: 2022

Ramesh is a State Civil Services Officer who got the opportunity of getting posted to the capital of a border State after Tendering 20 years of service. Ramesh's mother has recently been detected cancer and has been admitted in the leading cancer hospital of the city. His two adolescent children have also got admission in one of the best public schools of the town. After settling down in his appointment as Director, in the Home Department of the State, Ramesh got confidential report through intelligence sources that illegal migrants are infiltrating in the State from the neighbouring country. He decided to personally carry out surprise check of the border posts along with his Home Department team. To his surprise, he caught red-handed two families of 12 members infiltrated with the connivance of the security personnel at the border posts. On further inquiry and investigation, it was found that after the migrants from neighbouring country infiltrate, their documentation like Aadhaar Card, Ration cards and Voter ID are also forged and they are made to settle down in a particular area of the State. Ramesh prepared the detailed and comprehensive report and submitted to the Additional Secretary of the State. However, he has summoned by the Additional Home Secretary after a week and was instructed to withdraw the report. The Additional Home Secretary informed Ramesh that the report submitted by him has not been appreciated by the higher authorities. He further cautioned him that if he fails to withdraw the confidential report, he will not only be posted out from the prestigious appointment from the State capital but his further promotion which is due in near future will also get in jeopardy.

1. What are the options available to Ramesh as the Director of the Home Department of the bordering State?
2. What option should Ramesh adopt and why?
3. Critically evaluate each of the options.
4. What are the ethical dilemmas being faced by Ramesh?
5. What policy measures would you suggest to combat the menace of infiltration of illegal migrants from the neighbouring country? (Answer in 250 words)

Approach

- Identify the stakeholders involved, issues and ethical aspects.
- Discuss the options Available to Ramesh:
 - Withdraw the Report.
 - Maintain the Report.
 - Seek Legal Advice/Whistleblowing.
- Recommended Option for Ramesh.
 - Ethically and Critically Evaluate the Option.
- Discuss the Policy Measures to Combat Illegal Migration.
- Conclude with citing the importance of Whistleblowing.

Case Study: 2022

You are appointed as an officer heading the section in the Environment Pollution Control Board to ensure compliance and its follow-up. In that region, there were a large number of small and medium industries which had been granted clearance. You learnt that these industries provide employment to many migrant workers. Most of the industrial units have got environmental clearance certificates in their possession. The environmental clearance seeks to curb industries and projects that supposedly hamper the environment and living species in the region. But in practice. Most of these units remain to be polluting units in several ways like air, water and soil pollution. As such, local people encountered persistent health problems.

It was confirmed that the majority of the industries were violating environmental compliance. You issued notice to all the industrial units to apply for a fresh environmental clearance certificate from the competent authority. However, your action met with hostile response from a section of the industrial units, other vested interest persons and a section of the local politicians. The workers also became very hostile to you as they felt that your action would lead to the closure of these industrial units, and the resultant unemployment will lead to insecurity and uncertainty in their livelihood. Many owners of the industries approached you with the plea that you should not initiate harsh action as it would compel them to close their units, and cause huge financial loss, shortage of their products in the market. These would obviously add to the sufferings of the labourers and the consumers alike. The labour union also sent you a representation requesting against the closure of the units, You simultaneously started receiving threats from unknown corners. You however received support from some of your colleagues,

who advised you to act freely to ensure environmental compliance. Local NGOs also came to your support and they demanded the closure of the polluting units immediately.

1. What are the options available to you under the given situation?
 2. Critically examine the options listed by you.
 3. What type of mechanism would you suggest to ensure environmental compliance?
 4. What are the ethical dilemmas you faced in exercising your option?
- (Answer in 250 words)

Approach

- Identify the stakeholders involved, issues and ethical aspects.
- Discuss the options Available to you as an officer:
 - Enforce Strict Compliance.
 - Negotiate and Collaborate.
 - Seek Legal Support.
 - Strengthen Monitoring and Inspection.
- Analysing various alternatives and weighing the options as per the merits.
- Discuss the Mechanisms to Ensure Environmental Compliance.
- Discuss the Ethical Dilemmas Faced by you as the Officer.
- Conclude with the importance of sustainable development.

Case Study: 2021

An elevated corridor is being constructed to reduce traffic congestion in the capital of a particular state. You have been selected as project manager of this prestigious project on your professional competence and experience. The deadline is to complete the project in the next two years by 20 June 2021, since this project is to be inaugurated by the Chief Minister before the elections are announced in the second week of July 2021. While carrying out the surprise inspection by the inspection team, a minor crack was noticed in one of the piers of the elevated corridor possibly due to poor material used. You immediately informed the chief engineer and stopped further work. It was assessed by you that a minimum three piers of the elevated corridor have to be demolished and reconstructed. But this process will delay the project minimum by four to six months. But the chief engineer overruled the observation of the inspection team on the ground that it was a minor crack which will not in any way impact the strength and durability of the bridge. He ordered you to overlook the observation of the inspecting team and continue working with the same speed and tempo. He informed you that the minister does not want any delay as he wants the chief Minister to inaugurate

the elevated corridor before the elections are declared. Also informed you that the contractor is a distant relative of the minister and he wants him to finish the project. He also gave you a hint that your further promotion as additional chief engineer is under consideration with the ministry. However, you strongly felt that the minor crack in the pier of the elevated corridor will adversely affect the health and life of the bridge and therefore it will be very dangerous not to repair the elevated corridor.

1. Under the given conditions, what are the options available to you as a project manager?
2. What are the ethical dilemmas being faced by the project manager?
3. What are the professional challenges likely to be faced by the project manager and his response to overcome such challenges?
4. What can be the consequences of overlooking the observation raised by the inspecting team?

(Answer in 250 words)

Approach

- Identify the issues, ethical aspects & stakeholders.
- Identify the Ethical issues.
- Explore various alternatives and weigh them as per merit.
- Choose the best possible course of action.

Case Studies: 2021

You are Vice Principal of a degree college in one of the middle – class towns. Principal has recently retired and management is looking for his replacement. There are also feelers that the management may promote you as Principal. In the meantime, during an annual examination the flying squad from the university caught two students red-handed involving unfair means. A senior lecturer of the college was personally helping these students in this act. This senior lecturer also happens to be close to the management. One of the students was the son of a local politician who was responsible for getting the college affiliated to the present reputed university. The second student was the son of a local businessman who has donated maximum funds for running the college. You immediately informed the management regarding this unfortunate incident. The management told you to resolve the issue with the flying squad at any cost. They further said that such incidents will not only tarnish the image of the college but also the politicians and businessmen are very important personalities for the functioning of the college. You were also given a hint that your further promotion to Principal depends on your capability in resolving this issue with the flying squad. In the meantime,

you were intimidated by your administrative officer that certain members of the student union are protesting outside the college gate against the senior lecturer and the students involved in this incident and demanding strict action against defaulters.

1. Discuss the ethical issues involved in the case.
2. Critically examine the options available with you as Vice Principal. What option will you adopt and why?
(Answer in 250 words)

Approach

- Identify the stakeholders involved, issues and ethical aspects.
- Discuss the Options Available as Vice Principal:
 - Report to the Flying Squad.
 - Negotiate with the Flying Squad.
 - Seek Legal Advice and other options.
- Describe the options chosen by you as the Vice Principal.
- Conclude with the importance of professional ethics.

Case studies: 2021

The coronavirus disease (COVID-19-pandemic has quickly spread to various countries .As on May 8th ,2020 ,in India 56342 positive cases of corona had been reported .India with a population of more than 1.35 billion had difficulty in controlling the transmission of coronavirus among its population .Multiple strategies became necessary to handle this outbreak .The Ministry of Health and Family Welfare of India raised awareness about this outbreak and to take all necessary actions to control the spread of COVID-19-The Indian Government implemented a -55 day lockdown throughout the country to reduce the transmission of the virus .Schools and colleges had shifted to an alternative mode of teaching -learning-evaluation and certification .Online mode has become popular these days .India was not prepared for a sudden onslaught of such a crisis due to limited infrastructure in terms of human resource ,money and other facilities needed for taking care of this situation .This disease did not spare anybody irrespective of caste ,creed ,religion on the one hand and have and have not 'on the other .Deficiencies in hospital beds ,oxygen cylinders ,ambulances ,hospital staff and crematorium were the most crucial aspects .You are a hospital administrator in a public hospital at the time when coronavirus had attacked a large number of people and patients were pouring into the hospital day in and day out.

1. What are your criteria and justification for putting your clinical and non-clinical staff to attend to the

patients knowing fully well that it is a highly infectious disease and resources and infrastructure are limited?

2. If yours is a private hospital, whether your justification and decision would remain same as that of a public hospital?
(250 words)

Approach

- Identify the issues, ethical aspects & stakeholders.
- Identify the criteria and justification for allocating limited availability resources among the patients.
- Explore various possible alternatives weighing them as per merit.
- Choose the best possible Course of action with Justification.

Case studies: 2021

A Reputed food product company based in India developed a food product for international market and started exporting the same after getting necessary approvals. The company announced this achievement and also indicated that soon the product will be made available for the domestic consumers with almost the same quality and health benefits. Accordingly, the company got its product approved by the domestic competent authority and launched the product in Indian market. The company could increase its market share over a period of time and earned substantial profit both domestically and internationally. However, the random sample test conducted by inspecting team found the product being sold domestically in variance with the approval obtained from the competent authority. On further investigation, it was also discovered that the food company was not only selling products which were not meeting the health standard of the country but also selling the rejected export products in the domestic market. This episode adversely affected the reputation and profitability of the food company.

1. What action do you visualise should be taken by the competent authority against the food company for violating the laid down domestic food standard and selling rejected export products in the domestic market?
2. What course of action is available with the food company to resolve the crisis and bring back its lost reputation?
3. Examine the ethical dilemma involved in the case.
(250 words)

Approach

- Identifying the issue, ethical aspects & stakeholders.
- Identifying the actions to be undertaken by the competent authority for violating the safety standards and health norms by the food company.
- Identifying the ethical dilemmas involved in the case.
- Highlighting the alternatives available and the course of action expected to be undertaken by the food company.

Case Studies: 2020

Rajesh Kumar is a senior public servant, with a reputation of honesty and forthrightness, currently posted in the Finance Ministry as the Head of the Budget Division. His department is presently busy in organising the budgetary support to the states, four of which are due to the polls within the financial year. This year's annual budget had allotted Rs 8300 crores for the National Housing Scheme (NHS), a centrally sponsored social housing scheme for the weaker sections of society. Rs 775 crores have been drawn for the NHS till June.

The Ministry of Commerce had long been pursuing a case for setting up a Special Economic Zone (SEZ) in a southern state to boost exports. After two years of detailed discussion between the centre and state, the Union Cabinet approved the project in August. The process was initiated to acquire the necessary land.

Eighteen months ago a leading Public Sector Unit (PSU) had projected the need for setting up a large natural gas processing plant in a northern state for the regional gas grid. The land is already in possession of the PSU. The gas grid is an essential component of the national energy security strategy. After three rounds of global bidding, the project was allotted to an MNC, M/s XYZ Hydrocarbons. The first tranche of payment to the MNC is scheduled to be made in December.

The Finance Ministry was asked for a timely allocation of an additional Rs 6000 crores for these two developmental projects. It was decided to recommend re-appropriation of this entire amount from NHS allocation. The file was forwarded to the Budget Department for their comments and further processing. On studying the case file, Rajesh Kumar realised that this re-appropriation may cause an inordinate delay in the execution of NHS, a project much publicised in the rallies of senior politicians. Correspondingly, the non-availability of finances would cause a financial loss in the SEZ and national embarrassment due to delayed payment in the international project.

Rajesh Kumar discussed the matter with seniors. He was conveyed that this politically sensitive situation needs to be processed immediately. Rajesh Kumar realised that diversion of funds from the NHS could raise difficult questions for the government in the Parliament.

Discuss the following with reference to this case:

- Ethical issues involved in re-appropriation of funds from a welfare project to the development projects.
- Given the need for proper utilisation of public funds, discuss the options available to Rajesh Kumar. Is resigning a worthy option? (250 words)

Approach

- Identifying the issue, ethical aspects & stakeholders.
- Identify Ethical issues involved in re-appropriation of funds from a welfare project to the developmental projects.
- Exploring various possible alternatives/ responses and weighing as per the merit. Responding to the situation by choosing the best possible course of action.

Case Study: 2020

You are a municipal commissioner of a large city, having the reputation of a very honest and upright officer. A huge multipurpose mall is under construction in your city in which a large number of daily wage earners are employed. One night, during monsoons, a big chunk of the roof collapsed causing instant death of four labourers including two minors. Many more were seriously injured requiring immediate medical attention. The mishap resulted in a big hue and cry, forcing the government to institute an inquiry.

Your preliminary enquiry has revealed a series of anomalies. The material used for the construction was of poor quality. Despite the approved building plans permitting only one basement, an additional basement has been constructed. This was overlooked during the periodic inspections by the building inspector of the municipal corporation. In your enquiry, you noticed that the construction of the mall was given the green signal despite encroaching on areas earmarked for a green belt and a slip road in the Zonal Master Plan of the city. The permission to construct the mall was accorded by the previous Municipal Commissioner who is not only your senior and well known to you professionally, but also a good friend.

Prima facie, the case appears to be of a widespread nexus between officials of the Municipal Corporation and the builders. Your colleagues are putting pressure on you to go slow in the enquiry. The builder, who is rich and

influential, happens to be a close relative of a powerful minister in the state cabinet. The builder is persuading you to hush up the matter, promising you a fortune to do so. He also hinted that if this matter is not resolved at the earliest in his favour there is somebody in his office who is waiting to file a case against you under the POSH act. Discuss the ethical issues involved in the case. What are the options available to you in this situation? Explain your selected course of action. (250 words)

Approach

- Identifying the issue, ethical aspects & stakeholders.
- Identify Ethical issues involved in re-appropriation of funds from a welfare project to the developmental projects.
- Exploring various possible alternatives/ responses and weighing as per the merit.
- Choose the best possible course of action.

Case Study: 2019

Honesty and uprightness are the hallmarks of civil servants. Civil servants possessing these qualities are considered as a backbone of any strong organisation. In the line of duty, they make 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. These instances have greatly rattled the moral fibre of the civil servants.

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

Approach

- Identify the issues, ethical aspects and stakeholders.
- Discuss the changing role of civil servants and resultant conflicts with the traditional values.
- Analyse the challenges faced by Civil servants in pursuance of official duty. Analyse the impact on the functioning of civil servants.
- Conclude with the Measures undertaken to ensure morale of civil servants.

Case Studies: 2019

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 member pleads with you to call off the operations freeing 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 situations. (250 words)

Approach

- Discuss the ethical issues and stakeholders involved here.
- As a leader, first try to understand the reasons for the anger of the local people.
- Discuss the qualities needed in a civil servant to face adversities.
- Conclude with the importance of optimism and leadership in public services.

Case Studies: 2019

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)

Approach

- As the superintendent of police, discuss the ethical issues involved and assess the ground situation.
- Develop and implement a plan.
 - Enforce the law strictly
 - Work with the community.
 - Target the source of the problem.
 - Support education for the community.
- Conclude with the importance of community engagement and outreach in delivery of public services.

Case-Study: 2018

As a senior officer in the Ministry, you have access to important policy decisions and upcoming big announcements such as road construction 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 finalised as per government rules. Care was also taken to minimise 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's 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 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)

Case-Study: 2017

A building permitted for three floors, while being extended illegally to 6 floors by a builder, collapses. As a consequence, a number of innocent labourers including women and children died. These labourers are migrants from 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)

Approach

- Identifying the issue, ethical aspects & stakeholders.
- Analyse the conflicting values and conflict of interests.
- Suggest measures for containing the conflict of interest.
- Discuss the debate between development and sustainable livelihood methods.
- Identify the roles and duties as a public servant.
- Choose the best possible course of action.
- Conclude with the importance of professional ethics and the need for proactive disclosure of information.

Case Studies: 2018

It is a State where prohibition is in force. You were recently appointed as the Superintendent of Police of a district notorious for illicit distillation of liquor. The illicit liquor leads to many deaths, 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 a boost to illicit distillation. No major initiatives had taken place in the past either from the government's side or from social organisations to improve the lot of the people. Which new approach will you adopt to bring the problem under control?

(250 words, 20 marks)

Approach

- Identifying the issue, ethical aspects & stakeholders.
- Discuss the moral issues involved with the unauthorised sale of the liquor.
- Explain your approach to control the situation.
- Conclude by citing the vicious cycle between unemployment and crime and methods to provide employment.

Case Studies: 2018

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 industries which depended on the chemicals manufactured by it. As a senior officer entrusted with the responsibility of handling these issues, how are you going to address it?

(250 words)

Approach

- Identify the issue, ethical aspects & stakeholders.
- Analyse the socio economic and environmental impact in holistic nature.
- Explore various possible alternatives and weigh them by merits.
- Recommend various steps to be undertaken to control the menace and provide a long term solution to the problem.
- Response to the situation by choosing the best possible course of action.

Case-Study: 2018

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 secrets 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, 20 marks)

Approach

- Analyse the case of Edward Snowden, who leaked confidential government documents about surveillance programs.
- Explain the conflict between the legality of his actions and the ethical justification he provided for his whistleblowing.
- Discuss the competing values in this case, which include the importance of upholding the law, maintaining national security, protecting individual privacy rights, and promoting transparency and accountability in government actions.
- Conclude with your personal perspective on whether Snowden's actions were ethically justified, considering the ethical principles, potential consequences, and the broader implications for society, privacy, and government transparency.

Case-Study: 2017

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 these 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 jeopardises 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 the merits and demerits of your suggestions.

(250 Words, 20)

Approach

- Identify the stakeholders involved here and ethical concerns you are facing as a stakeholder in this case study.
- Recognize the presence of both genuine and non-genuine RTI applications, which can impact the functioning of the administration and the legitimacy of the RTI process.
- Discuss the need to differentiate between applications aimed at seeking justice and those driven by personal interests or extortion.
- Summarise the suggested measures, highlighting the importance of maintaining the integrity of the RTI Act while differentiating between genuine and non-genuine applications.

Case-Study: 2017

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

1. There is a general perception that by 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.
2. When the number of people adopting unfair means is large, a small minority having a penchant towards ethical means makes no difference.
3. Sticking to ethical means is detrimental to the larger developmental goals
4. While one may not involve oneself in large unethical practices, giving and accepting small gifts makes the system more efficient.

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

Approach

- Analyse each statement individually to understand the perspectives presented.
- Identify the underlying assumptions and implications of each statement regarding ethical conduct and its impact on personal and professional outcomes.
- Highlight the role of civil servants and leaders in setting an example of ethical conduct and promoting a culture of integrity in governance and public service.
- Summarise the key points emphasising the importance of ethical conduct for personal, professional, and societal well-being.

Case-Study: 2016

Saraswati was a successful IT professional in the 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 had to seek permission from a number of Government agencies. The rules and procedures were quite confusing and cumbersome. What frustrated her most was the 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?

(25 marks)

Approach

- Assess the current situation and identify the stakeholders.
- Highlights the importance of ensuring government control over voluntary social work.
- Streamline Regulatory Procedures.
- Whistleblower Protection and Grievance Redressal.
- Online Portal and Information Dissemination.
- Conclude with the importance of striking a balance between exercising control and supporting well-meaning, honest NGO efforts.

Case Studies: 2016

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 labourers. Moreover, their lives are destroyed. Thus, the benefits of traditional ways of community development go 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)

Approach

- Identify the stakeholders involved and ethical issues involved in this case.
- **Assess the situation:**
- Recognize the unjust distribution of costs and benefits that arise from land acquisition for large-scale projects, resulting in the displacement of Adivasis, hill dwellers, and rural communities.
- Emphasise the importance of addressing the ethical concerns and ensuring a fair distribution of costs and benefits in the process of land acquisition for large-scale projects.

Case Studies: 2015

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, the ruling party's regional president along with his family, and additional jail staff. As secretary 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.

Approach

- Assessing the Situation:
- Gather information about the extent of the disaster, including the affected areas, the number of people trapped, and the severity of the damage to infrastructure.
- Establish a priority order for rescuing the trapped individuals based on the urgency of their situations and the level of risk they face.
- Coordinating Rescue Efforts.
- Justify the order of evacuation.

Case Studies: 2014

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)

Approach

- Introduce the concept of the increasing conflict between economic development and environmental degradation.
- **Understanding the Conflict:**
- Discuss the reasons behind the conflict, such as the pursuit of economic growth without adequate consideration for environmental impacts.
- Explain the consequences of unchecked development on ecosystems, biodiversity, natural resources, and climate change.
- **In conclusion, highlight** the need for feasible strategies to achieve sustainable development, considering both economic growth and environmental protection.

Case Studies: 2014

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

Approach

- This case study requires holistic knowledge of the relation between poverty and unemployment which is leading to the migration among rural youth.
- Provide an overview of the increasing rural-urban migration and its impact on both rural and urban areas.
- **Analysis of the Problem:** Explore the socio-economic, emotional, and attitudinal factors contributing to the migration issue.
- **Reasons for Migration:**
- **Educated rural youth:** Examine the pull factors and opportunities attracting educated individuals to urban areas.
- **Landless poor people:** Discuss the factors driving.

Case-Study: 2013

In the following questions, carefully study the cases presented and then answer the questions that follow:

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 were party to these decisions. 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 in 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.
5. Also please indicate (without necessarily restricting to the above options) what you would like to advise, giving proper reasons. (20 marks)

Approach

- Identify the stakeholders, issues and ethical aspects.
- Identify the Options Available and evaluate each option.
- Referring the matter to the superior officer and acting strictly according to their advice.

- Proceeding on leave or requesting transfer of the application.
- Consulting colleagues who were party to the decision.
- Choose an appropriate option and provide ethical and practical reasons for choosing that option.

Case-Study: 2013

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 a 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)

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

Approach

- Identify the issues and ethical aspects.
- Identify the Options Available.
- Evaluate each option.
- Choose the Preferred Option and Provide Reasons.



Ethics and Emerging Technologies

8.1 INTRODUCTION

- Emerging technologies refer to **innovative and advancing fields of technology** that have the potential to significantly impact various aspects of society. As these technologies continue to evolve, ethical considerations become increasingly important.
- **They are innovative in the sense that they promise new and better solutions to the world's challenges.**
- They are still in development in the sense that none or a limited number of products or services have been created from them. **These technologies are expected to generate significant economic value and activity.**

Here are some examples of emerging technologies and their associated ethical implications:

8.2 ARTIFICIAL INTELLIGENCE (AI)

Artificial Intelligence (AI) is a branch of computer science that focuses on **creating intelligent machines** capable of performing tasks that typically require human intelligence. It involves **developing computer systems and algorithms that can learn, reason, problem-solve, and make decisions similar to how humans do.**

Examples of AI applications include virtual assistants like **Siri and Alexa**, **self-driving cars**, **fraud detection systems**, and **personalized recommendations on online platforms**.

Artificial Intelligence (AI) presents a range of ethical and moral issues that need careful consideration. **Here are some key concerns:**

- **Ethical Decision-Making by AI:** AI systems may need to make ethical decisions in certain situations, such as **autonomous vehicles choosing between potential accidents**. Determining the ethical principles to program AI systems and addressing the complexities of ethical dilemmas is a critical ethical challenge.
- **Human-AI Interaction and Dependence:** As AI becomes more integrated into our daily lives, there are concerns about overreliance on AI systems, **erosion of human skills, and potential loss of human agency.**

Ethical considerations **include preserving human control, promoting transparency, and maintaining meaningful human-AI collaboration.**

- **Autonomous Weapons and Warfare:** The development of autonomous weapons systems raises **moral issues related to the delegation of lethal decision-making to machines**. Concerns include a lack of human control, the potential for indiscriminate use, and the erosion of ethical considerations in armed conflicts.
- **Job Displacement and Economic Impact:** AI automation has the potential to disrupt various industries and lead to job displacement. **Ethical considerations involve addressing the socio-economic impact, ensuring retraining opportunities, and fostering a just transition for affected workers.**
- **Bias and Discrimination:** AI systems can perpetuate biases present in **training data, leading to discriminatory outcomes in areas such as hiring, loan approvals, or criminal justice**. Ensuring fairness and avoiding discrimination is a significant ethical challenge in AI development.
- **Privacy and Data Protection:** AI relies on vast amount of data, raising concerns about the privacy and security of personal information. Ethical considerations include **obtaining informed consent, protecting sensitive data, and preventing unauthorized access or misuse.**
- **Accountability and Transparency:** AI systems can be complex, making it challenging to understand their decision-making processes. **The lack of transparency** raises concerns about **accountability**, as it becomes difficult to determine who is responsible for the outcomes or to address potential errors or biases.
- **Economic and Social Inequality:** AI can exacerbate existing inequalities if access to and benefits from AI technologies are concentrated in the hands of a few. **Ensuring equitable distribution of AI benefits and opportunities is an important ethical consideration.**

Examples Illustrating the Unethical Use of AI

- **Deepfake Manipulation:** AI algorithms can generate highly convincing deepfake content, such as manipulated images or videos, that can be used to deceive and manipulate people. This raises ethical concerns regarding misinformation, identity theft, and the potential for misuse in various contexts, including politics and public discourse.
- **Algorithmic Trading Manipulation:** AI algorithms used in financial markets can be manipulated for personal gain. High-frequency trading, for instance, can exploit market fluctuations at an unprecedented speed, potentially leading to market manipulation, unfair advantage, and increased volatility.

Ethics guidelines for Trustworthy AI issued European Commission:

1. **Human Agency And Oversight:** AI systems should both act as enablers to a democratic, flourishing and equitable society by supporting the user's agency, fostering fundamental rights and allowing for human oversight.
2. **Technical Robustness And Safety:** AI systems need to be resilient and secure.
3. **Privacy & Data Governance:** Besides ensuring full respect for privacy and data protection, adequate data governance mechanisms must also be ensured, considering the quality and integrity of the data, & ensuring legitimized access to data.
4. **Transparency:** AI systems should be based upon the principle of explainability, and encompass transparency and communication of the elements involved: the data, the system and the business models.
5. **Diversity, Non-Discrimination And Fairness:** Involves avoidance of unfair bias, encompassing accessibility, universal design and stakeholder participation throughout the lifecycle of AI systems apart from enabling diversity and inclusion.
6. **Societal And Environmental Wellbeing:** AI systems should benefit all human beings, including future generations. It must hence be ensured that they are sustainable and environmentally friendly.
7. **Accountability:** The requirement of accountability complements other requirements and is closely linked to the principle of fairness.

Conclusion:

As AI technologies continue to advance and integrate into various aspects of our lives, it is imperative to prioritize ethical guidelines and ensure responsible use. The ethical consideration of AI is not only essential for maintaining public trust but also for shaping a future where AI technologies are harnessed for the betterment of humanity. It is our collective responsibility to ensure that AI advances ethically, benefiting individuals and society as a whole.

8.3 VIRTUAL REALITY (VR) AND AUGMENTED REALITY (AR)

Virtual Reality (VR) transports users to a simulated digital environment that can be entirely different from the real world. It typically involves wearing a VR headset that covers your eyes and ears, blocking out the real world and immersing you in a virtual environment. VR is commonly used in gaming, training simulations, virtual tours, and even therapeutic applications.

Augmented Reality (AR), on the other hand, presents virtual elements onto the real world, enhancing the real-world environment with additional digital information. AR is experienced through devices like smartphones, tablets, or smart glasses, which use cameras to capture the real-world view and overlay virtual objects or information onto it.

For example, AR can be used to display digital information on top of a real-life image, such as showing directions on a live map or placing virtual furniture in your living room to see how it would look.

Some of the Ethical Consideration related to VR and AR is given below:

- **Privacy and Data Security:**
 - **Concern:** VR/AR devices collect and process personal data, raising concerns about privacy and data security.
 - **Example:** A VR application may track user movements, interactions, and physiological responses, which can be sensitive and require appropriate data protection measures to prevent unauthorized access or misuse.
- **Ethical Use and Content:**
 - **Concern:** VR/AR technologies can be used to create and distribute harmful, offensive, or unethical content.
 - **Example:** VR/AR experiences that depict violence, hate speech, or explicit content can have negative social and psychological impacts, necessitating

- guidelines and regulations to ensure responsible content creation and distribution.
- **Digital Divide and Access:**
 - **Concern:** Access to VR/AR technologies may be limited, potentially exacerbating existing inequalities.
 - **Example:** VR/AR devices and experiences can be expensive, and their availability may be limited to certain demographics or geographic areas. This can create a digital divide, where some individuals have access to enhanced experiences while others do not.
 - **Ethical Representation and Bias:**
 - **Concern:** VR/AR applications should strive for fair and inclusive representation, avoiding bias and stereotypes.
 - **Example:** If AR applications overlay digital information on real-world objects or people, there is a risk of reinforcing biases or perpetuating stereotypes based on race, gender, or other characteristics. Ethical considerations involve ensuring diverse and inclusive representations.
- Conclusion**
- Addressing these ethical concerns requires industry standards, guidelines, and regulations. Developers and providers of VR/AR technologies need to prioritize user safety, privacy, and inclusive content creation. Transparency, informed consent, and user education are vital in promoting responsible use and mitigating potential ethical issues associated with VR and AR technologies.
- **Identity and Authenticity:** The Metaverse blurs the lines between real and virtual identities. There is an ethical concern about identity theft, impersonation, and the creation of fake personas that can lead to fraudulent activities or deception within the virtual environment.
 - **Digital Divide and Inclusion:** The Metaverse can exacerbate existing inequalities, creating a digital divide between those who have access to the necessary technologies and resources and those who do not. Ethical considerations involve ensuring equitable access, and inclusivity, and addressing potential discrimination or exclusion based on socio-economic status or other factors.
 - **Intellectual Property and Copyright:** In the Metaverse, users can create and share virtual assets, designs, and content. Ethical issues arise in protecting intellectual property rights, preventing unauthorized copying or distribution, and ensuring fair compensation for creators and innovators.
 - **Psychological and Social Impacts:** The immersive nature of the Metaverse can have psychological and social effects on users. Ethical concerns revolve around addiction, virtual addiction, mental health, and the impact on real-life relationships and social interactions.
 - **Ethical Representation and Cultural Appropriation:** Within the Metaverse, users can create avatars and virtual environments that may represent different identities, cultures, or communities. Ensuring respectful representation, avoiding cultural appropriation, and promoting diversity and inclusivity are important ethical considerations.

Conclusion

By proactively addressing these ethical issues, we can strive towards a future Metaverse that enriches lives, promotes positive experiences, and upholds the values and principles that guide our real-world interactions. Ethical considerations should guide the development, deployment, and regulation of Metaverse technologies, ensuring that it becomes a realm that benefits society as a whole while respecting the rights and dignity of its users.

8.4 ROBOTICS AND AUTOMATION

Robotics and Automation are two interconnected fields that involve the use of technology to automate tasks and perform operations with minimal human intervention. Robotics refers to the design, development, and operation of robots. A robot is a mechanical device programmed to perform specific tasks or actions. These tasks can range from simple repetitive actions to complex movements and interactions with the environment. Robots can be found in various industries, such as manufacturing, healthcare, agriculture, and even in

our daily lives (e.g., robotic vacuum cleaners).

Automation, on the other hand, is the process of **using technology to perform tasks or control systems automatically**, without the need for direct human involvement. It involves the use of software, sensors, and control systems to monitor and control various processes. Automation aims to streamline operations, improve efficiency, and reduce human error.

Some of the ethical considerations are:

- **Displacement and Economic Impact:**

- **Concern:** Robotics and automation can lead to job displacement, impacting workers and communities.
- **Example:** Increased automation in manufacturing may result in reduced employment opportunities for human workers, leading to socio-economic challenges such as unemployment and income inequality.

- **Ethical Use and Responsibility:**

- **Concern:** Robots and autonomous systems must be programmed and used ethically and responsibly.
- **Example:** Military drones used for warfare raise concerns about the ethical implications of delegating lethal decision-making to machines and the potential for unintended civilian casualties.

- **Safety and Liability:**

- **Concern:** Ensuring the safety of robots and autonomous systems and determining liability for accidents or harm.
- **Example:** Self-driving cars raise questions about who is responsible in the event of an accident - the vehicle manufacturer, the software developer, or the vehicle owner.

- **Human-Machine Interaction and Autonomy:**

- **Concern:** Maintaining meaningful human control over robotic systems and considering the appropriate level of autonomy.
- **Example:** Medical robots assisting in surgical procedures should ensure that human surgeons retain ultimate decision-making authority and responsibility for patient care.

- **Ethical Design and Bias:**

- **Concern:** Designing robots and AI systems with ethical considerations, avoiding biases and discriminatory behaviours.
- **Example:** AI-based hiring systems in recruitment should be designed to eliminate biases and ensure fair and equal opportunities for all candidates, regardless of race, gender, or other protected characteristics.

Conclusion

The societal impact of robotics and automation must be evaluated. It is important to consider the broader implications of these technologies on society, including economic disparities, ethical dilemmas, and human-robot interaction. Careful thought should be given to ensuring that the benefits of robotics and automation are distributed equitably and that human values and rights are respected.

8.5 BIOTECHNOLOGY AND BIOENGINEERING

Biotechnology and bioengineering are rapidly advancing fields that involve the application of **biological principles, tools, and techniques to develop innovative solutions for various sectors**. One example of biotechnology and bioengineering is the development of **Genetically Modified Crops (GMOs)**. However, they also raise important ethical considerations. **Here are some key ethical aspects of biotechnology and bioengineering:**

- **Genetic Manipulation and Modification:**

- **Concern:** Genetic engineering and modification of organisms can have ethical implications.
- **Example:** Genetically modified crops raise concerns about potential environmental impacts, unknown long-term effects on human health, and the ownership and control of genetically modified organisms (GMOs).

- **Cloning and Reproductive Technologies:**

- **Concern:** Cloning and assisted reproductive technologies raise ethical questions related to human dignity, identity, and the moral status of cloned or genetically modified individuals.
- **Example:** The cloning of animals or potentially even humans raises concerns about individuality, autonomy, and the potential for exploitation or misuse of the technology.

- **Biosecurity and Dual-Use Research:**

- **Concern:** Biotechnology advancements can have both beneficial and harmful applications, posing biosecurity risks.
- **Example:** Developments in synthetic biology, such as the creation of potentially dangerous pathogens, raise concerns about the intentional or accidental release of harmful organisms and the need for robust security measures.

- **Access and Equity:**

- **Concern:** Ensuring equitable access to biotechnology advancements and avoiding disparities between developed and developing regions.
- **Example:** The availability and affordability of life-saving biotechnological treatments, such as

gene therapies or personalized medicines, raise concerns about equitable access, especially for marginalized communities and economically disadvantaged regions.

- **Informed Consent and Human Subject Research:**
 - **Concern:** Conducting research involving human subjects requires informed consent, privacy protection, and ethical considerations.
 - **Example:** Clinical trials testing new biotechnological interventions should adhere to ethical principles, ensuring that participants fully understand the risks, benefits, and implications of their involvement in the research.
- **Environmental Impact and Ecological Ethics:**
 - **Concern:** Biotechnological applications can have environmental consequences and raise ethical considerations regarding the preservation of ecosystems.
 - **Example:** The release of Genetically Modified Organisms into the environment, such as genetically modified mosquitoes for disease control, necessitates careful risk assessment, environmental impact studies, and public engagement.

Conclusion

By addressing ethical considerations, we can harness the potential of biotechnology and bioengineering while maintaining a strong ethical foundation. It is through responsible practices and ethical frameworks that we can create a future where biotechnological advancements contribute to the betterment of humanity and the preservation of our planet.

8.6 SPACE EXPLORATION AND COLONIZATION

Space exploration and colonization are areas of scientific and technological advancement that present unique ethical considerations. Here are some key ethical aspects associated with space exploration and colonization:

- **Planetary Protection and Environmental Ethics:**
 - **Concern:** Preserve the integrity of celestial bodies and avoid contamination from Earth.
 - **Example:** Strict protocols are followed to prevent contamination of celestial bodies with microbes from Earth to protect potential extraterrestrial life and maintain the scientific value of pristine environments.
- **Resource Allocation and Fairness:**
 - **Concern:** Equitable distribution and utilization of resources in space exploration and colonization.

○ **Example:** Ensuring that the exploitation of extraterrestrial resources, such as minerals or water, benefits all nations and does not lead to monopolization or exploitation by a few powerful entities.

- **Human Health and Well-being:**
 - **Concern:** Safeguarding the health and well-being of astronauts during space travel and potential long-term colonization.
 - **Example:** Providing adequate healthcare, radiation protection, and psychological support for astronauts exposed to prolonged space conditions and the challenges of living in isolated and confined environments.
- **Space Debris and Sustainability:**
 - **Concern:** Mitigating the creation of space debris and ensuring the long-term sustainability of space activities.
 - **Example:** Implementing responsible space debris management practices, including debris removal and designing satellites and spacecraft for controlled re-entry or disposal at the end of their operational life.
- **Cultural and Indigenous Rights:**
 - **Concern:** Respecting the cultural heritage and rights of indigenous peoples in relation to space exploration and colonization.
 - **Example:** Recognizing and involving indigenous communities in decision-making processes regarding the use of their ancestral lands or territories for space-related activities, ensuring their cultural values and rights are upheld.

- **International Cooperation and Collaboration:**
 - **Concern:** Promoting international cooperation, collaboration, and sharing of benefits in space exploration and colonization.
 - **Example:** Encouraging collaborative efforts among nations, international space agencies, and private entities to foster peaceful exploration, avoid conflicts, and promote the common good of humanity.

Conclusion

Space exploration raises ethical questions regarding the preservation of celestial bodies, protection of indigenous life forms, and responsible resource utilization. Colonization efforts bring up issues of equity, governance, and the impact on celestial environments. It is through thoughtful consideration of ethical implications that we can embark on space exploration and colonization endeavours that contribute to scientific progress, technological advancements, and the well-being of both Earth and potential future habitats.

8.7 ETHICAL CHALLENGE OF GENE EDITING

Introduction

Gene editing, particularly with the CRISPR-Cas9 system, presents several ethical issues that need careful consideration. Here are some of the key ethical concerns associated with gene editing:

- **Human Germline Editing:** One of the primary ethical concerns is the editing of genes in human embryos, sperm, or eggs (germline cells). Altering the germline could potentially introduce genetic changes that will be inherited by future generations, raising questions about the long-term impact on human evolution, genetic diversity, and unintended consequences.
- **Ethical Use in Enhancements:** Gene editing technologies have the potential to be used for non-therapeutic purposes, such as enhancing certain physical or cognitive traits. This raises concerns about creating a divide between those who can afford enhancements and those who cannot, exacerbating existing social inequalities and potentially leading to a "designer baby" scenario.
- **Informed Consent:** Ensuring informed consent is crucial when it comes to gene editing, particularly in the context of human clinical trials. There are ethical considerations around providing individuals with comprehensive information about the risks, benefits, uncertainties, and potential long-term consequences of gene editing, allowing them to make autonomous decisions about participating in such interventions.
- **Off-Target Effects and Unintended Consequences:** Gene editing techniques are not yet entirely precise, and there is a risk of off-target effects where unintended genetic alterations occur. This raises concerns about potential unforeseen consequences and long-term effects on the health and well-being of individuals who undergo gene editing.
- **Equity and Access:** The ethical question of equitable access to gene editing technologies is critical. Ensuring that these technologies are accessible to all, rather than being limited to certain individuals or communities, is important to prevent exacerbating existing social disparities and creating a divide between those who have access to genetic interventions and those who do not.
- **Safety and Long-Term Effects:** Ethical considerations involve adequately assessing the safety and long-term effects of gene editing interventions before they are applied in clinical settings. Thorough preclinical and clinical research, rigorous regulatory oversight, and ongoing monitoring are necessary to ensure the safety and well-being of individuals who undergo gene editing procedures.

- **Ethical Frameworks and Regulation:** Developing robust ethical frameworks and regulations for gene editing is essential. These frameworks should involve interdisciplinary collaboration, public engagement, and international consensus to address the complex ethical considerations associated with gene editing and provide guidance for responsible research and clinical applications.

Conclusion

These ethical issues highlight the need for a thoughtful and inclusive dialogue involving scientists, policymakers, ethicists, healthcare professionals, and the public to ensure that gene editing technologies are developed and used in a manner that upholds ethical principles, promotes social good, and considers the potential impact on individuals and society as a whole.

8.8 CHALLENGES RELATED TO DESIGNER BABIES

Designer babies refer to the concept of using genetic engineering and reproductive technologies to select or modify certain traits in unborn child. This involves manipulating the genetic makeup of embryos to enhance desired characteristics or eliminate undesirable ones. While the idea of creating genetically modified children raises potential benefits and possibilities, it also presents significant ethical considerations.

- **Ethical concerns of Eugenics:** The pursuit of designer babies can be seen as a form of eugenics, raising ethical concerns about the selection and manipulation of traits based on societal ideals or preferences. This can lead to discrimination, stigmatization, and devaluation of individuals who do not meet the desired criteria.
- **Slippery Slope:** The concern with designer babies is the potential for a slippery slope toward more extreme forms of genetic manipulation. The technology could be misused or extended beyond medical necessity, leading to a society where genetic enhancement becomes the norm, with implications for social inequality and the commodification of human life.
- **Informed Consent:** The ethical principle of informed consent is crucial when it comes to genetic modification. It raises questions about the rights and autonomy of the unborn child and the parent's responsibility to make decisions on their behalf. Ensuring that parents have access to accurate and unbiased information about the risks, benefits, and long-term consequences of genetic modification is vital.
- **Unintended Consequences And Genetic Diversity:** Altering the genetic makeup of individuals may have unintended consequences on their health and well-being. Additionally, there are concerns about the

potential impact on genetic diversity if certain traits are consistently selected or eliminated, leading to a loss of variation within the gene pool and potential vulnerabilities to new diseases or environmental challenges.

- **Social Implications:** The availability and affordability of genetic modification technologies raise concerns about social inequality. If only the wealthy have access to these technologies, it could exacerbate existing disparities and create a further divide between the genetically enhanced and non-enhanced populations.

Conclusion

As society progresses and scientific advancements continue, it is crucial to engage in open and inclusive discussions that involve various stakeholders, including experts, policymakers, ethicists, and the general public. These discussions should explore the ethical implications, risks, and potential long-term consequences associated with the pursuit of designer babies.

8.9 ETHICAL CONCERNs RELATED TO SOCIAL MEDIA

Ethical concerns related to social media have become increasingly significant in today's digital age. While social media platforms provide opportunities for connectivity, information sharing, and community building, they also raise several ethical considerations that need to be addressed.

- **Misinformation and Disinformation:** Social media has become a breeding ground for the spread of misinformation and disinformation, which can have significant societal consequences. False or misleading information can easily go viral, influencing public opinion, political discourse, and even public health initiatives.
 - **Example:** The spread of false information during the COVID-19 pandemic, such as conspiracy theories and misleading remedies, has had detrimental effects on public health efforts and vaccine acceptance.
- **Online Harassment and Cyberbullying:** The anonymity and wide reach of social media can embolden individuals to engage in harmful behaviours. Ethical considerations include implementing effective reporting mechanisms, enforcing strict community guidelines, and fostering a positive and safe online environment.
 - **Example:** Instances of cyberbullying on platforms like Twitter or Instagram, where individuals are subjected to relentless harassment, threats, or online shaming, demonstrate the negative impact on victims' mental well-being.

- **Algorithmic Bias and Manipulation:** The algorithms used by social media platforms to curate content and personalize user experiences can introduce biases and manipulation. This raises concerns about echo chambers, filter bubbles, and the potential for reinforcing existing biases or polarizing viewpoints. Ethical considerations involve ensuring transparency in algorithmic decision-making, promoting diversity and inclusivity in content recommendations, and addressing the potential for manipulation and algorithmic discrimination.
- **Impact on Mental Health and Well-being:** Excessive use of social media, along with the constant comparison, validation-seeking, and curated portrayals of life, can have detrimental effects on individuals' mental health and well-being. Ethical considerations include promoting digital well-being, encouraging responsible use of social media, and providing resources and support for those affected by the negative impacts of social media.
- **Influence on Children and Vulnerable Individuals:** Young users may be exposed to inappropriate content, cyberbullying, and harmful online behaviours. Moreover, social media can contribute to feelings of inadequacy, low self-esteem, and body image issues, particularly among young users. Ethical considerations involve implementing age-appropriate content filters, enforcing stricter guidelines for protecting minors, and promoting digital literacy and responsible use of social media among children and vulnerable populations. Platforms like YouTube or TikTok, highlight the need for enhanced protections and age-appropriate guidelines.

Conclusion

It is vital to foster an ethical culture within social media platforms that values transparency, user empowerment, and the protection of individual rights. Striking a balance between freedom of expression and responsible content moderation is crucial in maintaining a healthy digital ecosystem. Additionally, promoting digital literacy, critical thinking, and empathy can help users navigate the social media landscape in an ethical and responsible manner.

8.10 ETHICAL ISSUES INVOLVED IN OTHER EMERGING TECHNOLOGIES

- **Blockchain Technology:**
 - **Ethical Concerns:** Blockchain technology raises concerns related to data privacy, security, and the potential for facilitating illegal activities.
 - **Example:** Cryptocurrencies such as Bitcoin have been associated with money laundering and illicit transactions.

- **Genetic Engineering and Gene Editing:**
 - **Ethical Concerns:** Genetic engineering and gene editing pose ethical dilemmas regarding consent, genetic discrimination, and unintended consequences.
 - **Example:** CRISPR-Cas9, a gene-editing tool, raises questions about the ethical implications of altering the human genome.
- **Internet of Things (IoT):**
 - **Ethical Concerns:** IoT raises concerns about data security, privacy, and potential misuse of personal information.
 - **Example:** Smart home devices that collect and transmit data about individuals' daily activities raise concerns about privacy breaches and data security.
- **5G Technology:**
 - **Ethical Concerns:** 5G technology raises concerns about data privacy, cybersecurity, and potential health risks.
 - **Example:** The deployment of 5G networks and the increased connectivity of devices raises questions about the security of personal data and the potential for cyberattacks.
- **Renewable Energy Technologies:**
 - **Ethical Concerns:** Renewable energy technologies raise concerns about environmental impact, resource distribution, and social equity.
 - **Example:** The development and implementation of large-scale solar or wind energy projects may lead to land-use conflicts and potential displacement of communities.
- **Nanotechnology:**
 - **Ethical Concerns:** Nanotechnology raises concerns about health and environmental risks, as well as potential misuse in surveillance or weapon development.
 - **Example:** The use of nanomaterials in consumer products raises questions about their long-term effects on human health and the environment.
- **Quantum Computing:**
 - **Ethical Concerns:** Quantum computing raises concerns about data security, encryption, and the potential for disrupting current cryptographic systems.
 - **Example:** The development of powerful quantum computers may pose risks to sensitive information and require new encryption methods to maintain data security.
- **Biometrics:**
 - **Ethical Concerns:** Biometric technologies raise concerns about privacy, consent, and potential misuse of personal biometric data.
 - **Example:** The use of facial recognition technology in public spaces raises questions about invasion of privacy and potential biases in identification.

8.11 WAY FORWARD FOR ETHICS IN EMERGING TECHNOLOGIES

- **Develop Ethical Frameworks:** Establish comprehensive ethical frameworks that address the unique challenges posed by emerging technologies. These frameworks should **incorporate principles such as accountability, transparency, privacy, and inclusivity** to guide the development and use of these technologies.
- **Foster Collaboration:** Encourage collaboration among various **stakeholders**, including **technology developers, policymakers, ethicists, researchers, and civil society organizations**. Collaborative efforts can help identify and address ethical concerns, promote responsible practices, and ensure the benefits of emerging technologies are maximized while minimizing potential harm.
- **Promote Ethical Education and Training:** Enhance ethical education and training programs for **technology professionals and stakeholders** involved in the development, deployment, and governance of emerging technologies. This will raise awareness about ethical considerations and **equip individuals with the knowledge and skills to make ethically informed decisions**.
- **Implement Ethical Impact Assessments:** Integrate ethical impact assessments into the design and development processes of emerging technologies. These assessments should evaluate the **potential ethical implications, societal impacts, and risks associated with the technologies**, helping to identify and address any ethical concerns proactively.
- **Engage in Public Discourse:** Foster open and inclusive public discourse on ethical considerations related to emerging technologies. Engage citizens, community organizations, and advocacy groups to ensure that a wide range of perspectives are taken into account. This will promote public understanding, raise awareness, and enable collective decision-making on ethical issues.

- **Establish Regulatory Frameworks:** Develop and enforce regulatory frameworks that govern the ethical development, deployment, and use of emerging technologies. These frameworks should balance innovation and societal well-being, ensuring ethical standards are upheld and providing mechanisms for accountability and oversight.
- **Foster International Cooperation:** Foster international cooperation and collaboration on ethics in emerging technologies. Encourage the sharing of best practices, knowledge, and experiences across countries and regions. This will help establish global norms and standards for ethical practices and ensure consistency in addressing ethical challenges.
- **Continuous Monitoring and Evaluation:** Implement mechanisms for continuous monitoring and evaluation of the ethical implications and societal impacts of emerging technologies. Regular assessments will help identify evolving ethical concerns, adapt ethical frameworks accordingly, and ensure ongoing compliance with ethical standards.

Conclusion

By implementing these measures, we can promote a responsible and ethical approach to the development and deployment of emerging technologies. This will enable us to harness the transformative potential of these technologies while upholding principles of fairness, privacy, accountability, and societal well-being.



9

Ethics: Miscellaneous Topics

9.1 SUPERIOR'S DIRECTIVE VERSUS PUBLIC GOOD

The conflict between a superior's directive and the public good refers to a situation where a decision or action instructed by someone in a position of authority goes against what is considered beneficial for the general public or the greater good of society.

Example

- Imagine you work for a government agency responsible for inspecting and approving construction projects to ensure they meet safety standards. One day, your superior instructs you to overlook certain safety violations in a building project because the developer has close connections to influential people in the government. By doing so, your superior wants to expedite the project's approval process and avoid potential conflicts.
- However, as a civil servant, your primary responsibility is to protect the public and ensure their safety. You notice that these safety violations are significant and could potentially lead to hazardous conditions for future occupants. If you follow your superior's directive, you would compromise the public good by allowing an unsafe building to be approved and constructed.
- In this situation, you face a dilemma between obeying and following your superior's instructions and upholding the public good. To act ethically, you may need to take a stand for the public good by documenting the safety violations, reporting the issue to your higher authorities or appropriate regulatory bodies, and advocating for a thorough inspection and adherence to safety standards. This action prioritizes the safety and well-being of the future occupants over following your superior's directive.
- It's important to note that as a civil servant, your duty is to serve the public and uphold the law. Sometimes, this may mean challenging the instructions of your superiors when it conflicts with the public good. By taking a stand for what is right, you contribute to the integrity and trustworthiness of the civil service, ensuring that the public's interests are protected.

The conflict between a superior's directive and the public good poses ethical dilemmas for civil servants. Prioritizing public safety over blind obedience is crucial. Taking a stand for the greater good involves reporting violations, advocating for proper procedures, and upholding ethical standards. By acting responsibly, civil servants safeguard the public interest and maintain institutional integrity.

9.2 ENTREPRENEURIAL GOVERNMENT

An entrepreneurial government refers to a government that adopts entrepreneurial and innovative approaches to solving problems and delivering public services. It involves embracing a business-like mindset and applying entrepreneurial principles such as creativity, risk-taking, and adaptability to drive positive change and enhance public service delivery.

Osborne and Gaebler proposed a ten-point program for entrepreneurial government, which emphasizes the following principles:

1. Encouraging competition among diverse providers of goods and services.
2. Empowering citizens by reducing bureaucratic control.
3. Evaluating performance based on outcomes, not just inputs.
4. Focusing on mission-driven approaches rather than rigid rules and regulations.
5. Viewing clients as customers and offering them choices.
6. Emphasizing preventive measures rather than reactive solutions.
7. Prioritizing effective and efficient spending, not just the act of spending money.
8. Embracing participatory management and involving stakeholders in decision-making.
9. Preferring market mechanisms over bureaucratic processes.
10. Encouraging collaboration among public, private, and voluntary sectors to address community problems.

The entrepreneurial role of the government encompasses the following aspects:

- **Investment in New Units:** The government invests in industries that require significant capital investments or are deemed essential for the nation's interests and enhance public welfare.
- **Acquisition of Existing Units:** The government acquires financially distressed or unprofitable units with the aim of reviving them. A merger scheme was introduced in 1977 to encourage the amalgamation of ailing units with healthy ones, allowing tax benefits for the absorbing units.
- **Nationalization:** Certain industries are exclusively reserved for the public sector, with the government taking ownership and control over them.

Government investment is usually seen in the following industries:

- Industries involving high risk, like heavy and basic industries.
- Capital intensive industries.
- Industries with a low rate of return.
- Industries with long gestation periods.
- Industries of national importance.

Example

- Imagine you work for a **local government agency responsible for tourism promotion in your city**. Traditionally, the agency has relied on conventional methods like **brochures and advertisements to attract tourists**.
- However, as a civil servant **with an entrepreneurial mindset**, you recognize the **potential for using technology and social media to reach a wider audience and engage with tourists more effectively**. You propose innovative ideas such as **creating a user-friendly mobile app** that provides information about local attractions, interactive maps, and personalized recommendations.
- By introducing these entrepreneurial approaches, you aim to enhance the overall tourist experience, boost visitor numbers, and increase revenue for local businesses. **You collaborate with tech-savvy professionals, local entrepreneurs, and community stakeholders** to develop and implement these initiatives.
- Through your entrepreneurial government mindset, you embrace a **proactive and dynamic approach** to delivering public services. You **seek out opportunities, take calculated risks, and constantly adapt to changing circumstances** to achieve better outcomes for the community. This entrepreneurial spirit allows you to drive **innovation, foster economic growth, and create a positive impact** on the city's tourism industry.

- An entrepreneurial government **embraces innovation and proactive approaches to deliver public services**. It **prioritizes outcomes, citizen empowerment, and collaboration**. By adopting entrepreneurial principles, civil servants drive positive change, foster growth, and enhance community well-being. They create customer-centric experiences through initiatives like user-friendly apps and stakeholder involvement, becoming catalysts for progress.

9.3 NEW PUBLIC ADMINISTRATION (NPA)

New Public Administration (NPA) refers to a modern approach to public administration that **focuses on citizen participation, social equity, and responsiveness to societal needs**. It aims to bring about positive change and improve public service delivery by emphasising collaboration, transparency, and accountability.

In simpler terms, NPA is about making government **more people-centred and ensuring it works effectively and fairly** for everyone. It recognizes the importance of involving citizens in decision-making processes and addressing their needs and concerns.

Features of New Public Administration

The New Public Administration (NPA) exhibits several distinct features:

- **Prescriptive Nature:** NPA is characterized by a prescriptive approach, providing guidelines and recommendations for effective public administration practices.
- **Value-Based Concept:** NPA recognizes the importance of values in public administration and emphasizes ethical considerations and the public interest.
- **Orientation towards Change:** NPA is focused on adapting to changing realities and addressing emerging challenges in public administration.
- **Flexibility and Dynamism:** NPA encourages flexibility and responsiveness to better meet the evolving needs of society.
- **Influence on Policies:** NPA aims to influence policies that enhance the quality of work and is competent in implementing such policies.
- **Client-Oriented Approach:** NPA places emphasis on the needs and expectations of citizens, considering them as clients of public administration.
- **People's Participation:** NPA advocates for the active involvement of people in the decision-making processes of public administration, promoting participatory governance.

Theme of New Public Administration

- The New Public Administration (NPA) is a movement that emerged in the 1960s in response to the perceived shortcomings of traditional public administration. The NPA emphasized the importance of public participation, responsiveness to citizen needs, and social equity in public administration.
- The four major themes of New Public Administration are:**
 - Relevance:** The NPA emphasized the importance of public administration being relevant to the needs of citizens. This meant that public administrators should be responsive to the needs of citizens and should be willing to work with citizens to solve problems.
 - Values:** The NPA also emphasized the importance of values in public administration. This meant that public administrators should be guided by a set of values, such as social equity, fairness, and efficiency.
 - Participation:** The NPA also emphasized the importance of citizen participation in public administration. This meant that public administrators should encourage citizens to participate in the decision-making process and should be willing to share power with citizens.
 - Change:** The NPA also emphasized the importance of change in public administration. This meant that public administrators should be willing to change the way they do things in order to meet the needs of citizens.

Difference Between Old Public Administration and New Public Administration

Aspect	Old Public Administration	New Public Administration
Focus	Bureaucratic structure and hierarchy.	Citizen-centric approach, responsiveness, and efficiency.
Decision-making	Centralized, top-down approach.	Decentralized, participatory approach.
Accountability	Emphasis on compliance with rules and regulations.	Emphasis on outcomes and results-based accountability.
Citizen Engagement	Limited citizen participation.	Increased citizen participation and involvement.
Goal	Stable administration and routine processes.	Innovation, adaptability, and continuous improvement.
Flexibility	Rigid and bureaucratic.	Flexible and adaptable to changing circumstances.
Transparency	Limited transparency and public access to information.	Transparency, openness, and accountability.
Problem-solving	Reactive problem-solving.	Proactive problem-solving and prevention.
Efficiency	Emphasis on following procedures and protocols.	Emphasis on efficiency, cost-effectiveness, and service delivery.
Public Service Delivery	Emphasis on bureaucracy and red tape.	Emphasis on customer-oriented services and responsiveness.

The Major Landmarks of New Public Administration

- Honey Report (1967):** The Honey Report, officially known as "Personnel Administration in the Public Service," highlighted the need for comprehensive reforms in public administration, focusing on personnel management, training, and recruitment to improve government performance.
- Philadelphia Conference (1967):** The Philadelphia Conference brought together scholars, practitioners, and policymakers to discuss the challenges and opportunities in public administration. It emphasized the importance of citizen participation, accountability, and responsiveness in the functioning of government agencies.
- Minnowbrook Conference (1968):** The Minnowbrook Conference was a significant gathering of public administration scholars that focused on the role of public administration in a changing society. It called for a shift towards collaborative governance, addressing social equity, and embracing new methods of public management.
- Important Publications:** Various publications contributed to the development of New Public Administration, including "Public Administration and the Public Interest" by Dwight Waldo, which emphasized the ethical and value-based dimensions of public administration, and "The Politics of Bureaucracy" by B. Guy Peters, which explored the political dynamics within bureaucratic institutions. These publications provided theoretical frameworks and insights into the principles and practices of the New Public Administration movement.

Example

- Imagine you work for a local government department **responsible for urban planning**. Traditionally, decisions regarding city development were made without much input from the community, resulting in projects that didn't always align with the needs and aspirations of the residents.
- However, with the adoption of NPA principles, **your department decides to engage the local community in the planning process**. You organize public meetings, workshops, and online surveys to gather feedback and ideas from residents. This **inclusive approach** allows community members to express their concerns, share their vision for the city, and participate in decision-making.
- Based on the input received, your department modifies the urban development plans to address the community's priorities. You ensure that affordable housing, green spaces, and improved infrastructure are incorporated into the plans to **promote social equity and enhance the quality of life for all residents**.

New Public Administration (NPA) focuses **on citizen participation, social equity, and responsive public service delivery**. It involves involving the community in decision-making and addressing their needs.

9.4 NEW PUBLIC MANAGEMENT (NPM)

- New Public Management (NPM) is an approach to public administration that emphasizes **efficiency, effectiveness, and accountability** by borrowing management techniques from the private sector. It aims to make government operations more business-like and results-oriented.
- In simpler terms, NPM is about **running government agencies more efficiently, like a well-managed business**. It focuses on achieving tangible outcomes, cutting unnecessary bureaucracy, and holding public officials accountable for their performance.

Example

- Let's consider a **government hospital that adopts NPM principles**. Traditionally, the hospital may have been characterized by **long waiting times, inefficient processes, and a lack of accountability**.
- However, with the implementation of NPM, **hospital management introduces reforms to streamline operations**. They identify bottlenecks and implement measures to reduce waiting times, such as better appointment systems and improved patient flow management. **The focus shifts towards delivering timely and quality healthcare services to patients**.

- Additionally, the hospital sets **clear performance targets for its staff, monitors their performance regularly, and rewards outstanding achievements**. This approach creates a sense of accountability and encourages employees to strive for excellence in their roles.
- By embracing NPM principles, the hospital becomes **more efficient, patient-centred, and accountable**. It aims to provide quality healthcare services in a cost-effective manner, ensuring that public resources are used efficiently and that patients receive the care they need promptly.
- New Public Management (NPM) makes government more **business-like, emphasizing efficiency, effectiveness, and accountability**. It borrows management techniques from the private sector to streamline operations and improve results. NPM aims to enhance public service delivery by cutting bureaucracy and promoting a results-oriented approach.

9.5 CUSTODIAL VIOLENCE AND TORTURE

- Custodial violence and torture refer to acts of violence, abuse, and torture that occur when individuals are in the custody of law enforcement agencies**, such as police or correctional facilities. It involves physical, psychological, or emotional harm inflicted upon people who are **detained, arrested, or held in custody**.
- Custodial violence and torture occur when people in the custody of the authorities are subjected to harmful treatment**. This can involve physical violence like beatings or torture methods, as well as psychological abuse, such as humiliation or intimidation.

According to the NHRC

There were **over 12,000 cases of custodial violence reported in India in 2021**. These cases often go unreported, and the perpetrators of violence are rarely brought to justice.

Recent Examples

- On February 17, 2023, a 20-year-old man named **Jayaraj and his 58-year-old father, Fenix**, were arrested by the Sathankulam police in Tamil Nadu on charges of selling spurious alcohol. The two men were **allegedly beaten and tortured** by the police in custody, and they died within hours of their arrest. The **incident sparked widespread outrage** in India, and there have been calls for the police officers involved to be held accountable. The National Human Rights Commission (NHRC) has also **taken**

suo motu cognizance of the case and has ordered an investigation.

- In 2021, a 22-year-old man named Akil was arrested by the police in Uttar Pradesh on charges of theft. He was **allegedly beaten and tortured by the police in custody**, and he died a few days later.
- In 2020, a 16-year-old boy named **Junaid was arrested by the police in Haryana on charges of carrying beef**. He was allegedly beaten and tortured by the police in custody, and he died a few days later.
- In 2019, a 23-year-old man named **Altaf was arrested by the police in Uttar Pradesh on charges of being a Maoist**. He was allegedly beaten and tortured by the police in custody, and he died a few days later.

Ethical Issues Involved

- **Human Dignity:** Custodial violence undermines the inherent dignity of individuals, violating the principle of fair and respectful treatment for all.
- **Human Rights:** Custodial violence infringes upon basic human rights, including the right to life, liberty, security, and protection from torture or degrading treatment.
- **Abuse of Power:** Custodial violence represents an abuse of authority, breaching the trust placed in law enforcement and custodial agencies.
- **Accountability and Justice:** Holding perpetrators accountable for custodial violence is crucial to promote ethical behaviour, deterring future abuses, and restoring faith in the justice system.
- **Prevention and Duty to Protect:** Taking preventive measures is an ethical obligation to minimize the occurrence of custodial violence and ensure a safe environment for individuals in custody.
- **Professional Ethics:** Custodial violence contradicts professional ethics, which demand respecting rights, upholding the law, and serving the public interest, eroding trust in the profession.

Measures Taken

- **The Protection of Human Rights Act, 1993:** This Act established the National Human Rights Commission (NHRC) and state human rights commissions. The NHRC has the power to investigate cases of human rights violations, including custodial violence.
 - The National Human Rights Commission (NHRC) has issued **several advisories** to the States and Union Territories, setting out the steps that they should take to prevent custodial violence.
 - These advisories include the **establishment of CCTV cameras** in police stations, the **training** of police officers on human rights, and the **provision of legal aid** to victims of custodial violence.
- **The Criminal Law (Amendment) Act, 2013:** This Act introduced new provisions to the Indian Penal Code to deal with custodial violence. These provisions include the death penalty for custodial deaths and life

imprisonment for those who cause grievous hurt in police custody.

- **The Supreme Court of India:** It has also issued several judgments to address the problem of custodial violence. These judgements include:
 - **The D.K. Basu guidelines:** These guidelines were issued in 1994 and they set out several measures that should be taken to prevent custodial violence. These measures include the right to be informed of the reasons for arrest, the right to be produced before a magistrate within 24 hours of arrest, and the right to be examined by a doctor.
 - **The Prakash Singh guidelines (2006):** These guidelines were issued in 2006 and they set out several measures to improve the functioning of the police. These measures include the establishment of independent police complaint authorities and the creation of a system of police accountability.
- **Some state governments have also taken steps to address the problem of custodial violence.** For example, **the state government of Maharashtra** has established a **Special Investigation Team (SIT)** to investigate cases of custodial violence. **The state government of Tamil Nadu** has also introduced a new law that makes it mandatory for police officers to inform the family of a person arrested, within 24 hours of the arrest.

Way Forward

- **Strengthening the laws against custodial violence:** The laws against custodial violence need to be strengthened so that those who commit these crimes are punished.
- **Improving police accountability:** The police need to be held accountable for their actions, even when they are found to have committed custodial violence. This can be done by creating independent police complaint authorities and by strengthening the system of police accountability.
- **Changing the culture of impunity:** The culture of impunity needs to be changed so that people who commit custodial violence are punished. This can be done by raising awareness about the problem of custodial violence and by ensuring that the police are held accountable for their actions.
- **The right to a fair trial:** Custodial violence and torture can also violate the right of individuals to a fair trial. This is because they can be used to coerce confessions or to intimidate witnesses.
- **Increasing the value internalisation segment in police training:** There needs to be a reinvigoration in police training. The focus must shift from law enforcers to facilitators of human rights and public welfare. Law and order must be seen as a means to

improve the liberty experience of citizens rather than disciplining the citizens.

9.6 ETHICS OF EARLY EMBRYO RESEARCH

Recently, research on embryonic stem cells sparked debate over its ethical concerns, hence it becomes important to study the issues involved.

Introduction

- Embryonic stem cell research refers to scientific investigations conducted on embryonic stem cells, which are derived from human embryos.
- Embryonic stem cell research presents a complex ethical dilemma, as it requires a choice between two moral principles:
 1. The duty to prevent or
 2. Alleviate suffering and the duty to respect the value of human life.
- The key question revolves around the moral status of the early embryo and whether it should be considered a person or not.

Ethical Arguments in Favor of Early Embryo Research

- **Embryo's Developmental Potential:** The early embryo, before implantation in the uterus, lacks the capacity to develop into a fully formed human being. Therefore, it can be argued that it does not possess the same moral status as a fully developed person.
- **Surplus Embryos:** Fertility clinics often create more embryos than can be implanted, leading to the disposal of surplus embryos. Utilizing these excess embryos for research purposes offers a way to derive potential benefits from them rather than discarding them.
- **Medical Advancements and Saving Lives:** Early embryo research, particularly in the field of embryonic stem cells, holds the potential to uncover new medical treatments that can alleviate suffering and improve the quality of life for many individuals. The pursuit of such research may outweigh the destruction of embryos if it leads to significant medical breakthroughs.

Ethical Arguments Against Early Embryo Research

- **Potential to Develop into a Full Human:** The central ethical concern revolves around the belief that the early embryo has the potential to develop into a complete human being. This perspective argues that intentionally destroying the embryo for research purposes is equivalent to taking a human life.
- **Religious and Philosophical Perspectives:** Various religious and philosophical traditions hold the belief that the embryo possesses moral significance due

to the presence of a soul or the inherent dignity of human life. These viewpoints emphasize the sanctity of life and consider it unethical to sacrifice one life for the benefit of others.

- **Value judgement of human qualities:** Human abilities are put into categories of superior and inferior ones. This has the potential to solidify prejudices and discrimination against people lacking so called superior qualities.

Way Forward

- **Ethical Conduct of Research:** It is crucial that all research involving stem cells, including early embryos, is carried out in an ethical manner with appropriate oversight and adherence to established guidelines and regulations.
- **Public Engagement and Dialogue:** Societal discussions should continue to explore the ethical dimensions of early embryo research, involving diverse perspectives and values. Public engagement can contribute to developing regulations and policies that strike a balance between the pursuit of scientific progress and respect for the value of human life.
- **Alternative Research Approaches:** Efforts should be made to explore and develop alternative research approaches that do not involve the destruction of embryos. This includes exploring the potential of adult stem cells, induced pluripotent stem cells, and other innovative technologies.

Conclusion

The ethics of early embryo research pose a profound moral dilemma, balancing the potential benefits of medical advancements and alleviating suffering against the intrinsic value and moral status of the early embryo. The ongoing dialogue and consideration of diverse perspectives will shape the ethical framework within which this research is conducted, ensuring that scientific progress is achieved responsibly and ethically.

9.7 ETHICS OF WAR

The ongoing conflict between Russia and Ukraine has raised significant ethical concerns regarding the use of force and the conduct of warfare.

Introduction

- The ethics of war is a complex and contentious subject that examines the moral implications of engaging in armed conflict.
- It involves evaluating the justifications for resorting to war, the conduct of warfare, and the consequences of war on individuals and society.

- Ethical principles such as legitimate authority, just cause, proportionality, and protection of non-combatants guide the evaluation of the ethical justifiability of war.
- The ethics of war also considers the adherence to international laws and conventions, the promotion of humanitarian values, and the pursuit of peaceful conflict resolution.

The Just War Theory

- The Just War Theory is a framework that **provides principles and criteria for determining the ethical justification for going to war and conducting warfare.**
- It has a historical foundation, dating back to the contributions of **St. Augustine in the 5th century** and **St. Thomas Aquinas in the 13th century**.
- **The theory consists of two main branches: Jus ad bellum and Jus in Bello.** Jus ad bellum focuses on the justifications for resorting to war, while Jus in Bello deals with ethical conduct during war. These branches work together to ensure that war is conducted in a morally responsible manner.
- **According to the principles of the Just War Theory, a war must meet several criteria to be considered ethically justifiable:**
 - **Legitimate Authority:** A recognized and legitimate governing authority, typically a state or a government, must decide to go to war.
 - **Just Cause:** The war must have a just cause, such as self-defence against an aggressor, protection of innocent lives, or restoration of justice.
 - **Right Intention:** The intention behind waging war should be morally upright, aiming to achieve a just and peaceful outcome rather than pursuing self-interest or revenge.
 - **Probability of Success:** There should be a reasonable chance of achieving the desired objectives of the war. A futile or hopeless war is considered unjust.
 - **Last Resort:** War should be the last resort, employed only after all peaceful means of resolving the conflict have been exhausted.
 - **Proportionality:** The harm caused by the war must be proportional to the good that is sought to be achieved. Excessive use of force or disproportionate damage is deemed unjust.
- **In addition to these principles, there are three key principles that guide the conduct of war (Jus in Bello):**
 - **Discrimination:** The distinction must be made between combatants and non-combatants. Non-combatants, such as civilians, medical personnel,

and prisoners of war, should be protected from deliberate harm.

- **Proportionality:** The use of force must be proportionate to the military objective and should not cause unnecessary harm or suffering.
- **Military Necessity:** Actions taken during the war must be militarily necessary to achieve the desired objective. Unnecessary destruction or harm is considered ethically unacceptable.
- By adhering to these principles, the Just War Theory seeks to establish a moral framework for assessing the ethical implications of engaging in armed conflict and guiding decision-making in times of war.

Consequences of War

The consequences of war are significant and have far-reaching impacts on various aspects of society. Some of the common consequences include:

- **Loss of Life and Suffering:** War often leads to the loss of human lives, including both military personnel and civilians. It causes physical injuries, psychological trauma, and emotional suffering for individuals and their families.
- **Mass Destruction of Property:** Wars involve the use of weapons and military tactics that can result in the destruction of infrastructure, homes, cultural heritage sites, and public amenities. This damage can take years or even decades to rebuild, further affecting the affected communities.
- **Negative Economic Impact:** Wars have a detrimental effect on the economy, including disruption of trade, damage to infrastructure, and loss of productive capacity. Resources that could have been allocated to development and welfare are redirected to military expenditures, resulting in economic instability and hardship for the population.
- **Impacts on Livelihoods:** War disrupts the normal functioning of society, including agriculture, industry, and commerce. The displacement of populations, destruction of livelihoods, and disruption of supply chains can lead to poverty, food insecurity, and loss of employment opportunities.
- **Denial of Basic Human Rights:** During the war, human rights violations are often committed, including arbitrary arrests, torture, forced displacement, sexual violence, and denial of access to healthcare and education. These violations undermine the dignity and well-being of individuals and communities affected by the conflict.

International Laws and Conventions Pertaining to the War	
Geneva Conventions and Additional Protocols	<ul style="list-style-type: none"> The Geneva Conventions form the cornerstone of international humanitarian law. They outline the legal framework for the protection of individuals who are not directly participating in hostilities, including civilians, medical personnel, and prisoners of war. The conventions establish rules on the humane treatment of individuals during armed conflicts, prohibition of torture, and respect for fundamental human rights. The Additional Protocols provide further protections and address issues such as the use of certain weapons, the protection of victims in non-international armed conflicts, and the identification of combatants and legitimate targets.
UN Charter Principle of Non-Intervention	<ul style="list-style-type: none"> Article 2(4) of the UN Charter emphasizes the principle of non-intervention, prohibiting the use of force or the threat of force against the territorial integrity or political independence of any state. The Russian attack on Ukraine is seen as a violation of this principle and constitutes aggression under international law.
UN General Assembly Resolution 3314 (1974)	<ul style="list-style-type: none"> This resolution provides a definition of aggression, stating that it involves the use of armed force by one state against the sovereignty, territorial integrity, or political independence of another state. It also recognizes that allowing one's territory to be used by another state for aggression against a third state qualifies as an act of aggression.
Universal Declaration of Human Rights (UDHR)	<ul style="list-style-type: none"> The UDHR is a landmark document that sets out fundamental human rights and freedoms. It was adopted by the United Nations General Assembly in 1948 and serves as a global standard for protecting human rights. The UDHR emphasizes the inherent dignity and equal rights of all individuals, irrespective of their nationality or status. It includes rights such as the right to life, liberty, and security, the prohibition of torture and cruel treatment, and the right to a fair trial. The UDHR provides a moral and legal framework that guides the international community in promoting freedom, equality, and justice.

Ways to Promote Ethics in War

- Strengthen International Agreements:** Enhance compliance with existing conventions and expand/update them to address emerging challenges in warfare.
- Education and Training:** Provide comprehensive education on ethical principles and laws of armed conflict to military personnel.
- Ethical Decision-Making:** Prioritize ethical considerations in military decision-making processes.
- Promoting Ethical Leadership:** Nurture a culture of ethical leadership within military organisations, emphasizing the importance of leaders who exemplify and uphold ethical values and principles.
- Investing in Conflict Prevention and Resolution:** Prioritize efforts to prevent conflicts and promote peaceful resolution through diplomacy, negotiation, and mediation, reducing the need for military intervention.
- Promoting Humanitarian Assistance:** Facilitate and support humanitarian aid and assistance efforts in conflict zones, ensuring the well-being and protection

of affected populations, particularly civilians and vulnerable groups.

- Promoting Ethical Research and Innovation:** Encourage research and innovation in military technology and tactics that align with ethical principles, such as minimizing civilian harm, respecting human rights, and promoting peaceful outcomes.
- Cultivate a Culture of Respect:** Foster a culture within military institutions that values and promotes respect for human rights, non-combatant immunity, and the principles of proportionality and discrimination.
- Promote Peaceful Conflict Resolution:** Prioritize diplomacy, negotiation, and peaceful means to resolve conflicts, aiming to prevent the need for armed intervention.
- Uphold Accountability and Justice:** Establish robust mechanisms to hold individuals accountable for war crimes and human rights violations, promoting justice and deterring future unethical actions.
- Dialogue and Diplomacy:** Emphasize peaceful negotiations and diplomatic solutions to prevent unnecessary wars.

- **Public Awareness and Engagement:** Raise public awareness about the ethical dimensions of war through education and discussions.

Conclusion

The ethics of war encompass principles and guidelines that aim to ensure the **moral justifiability** of engaging in armed conflict. The Just War Theory, rooted in historical contributions by **St. Augustine and St. Thomas Aquinas**, provides a framework consisting of two main branches: **Jus ad bellum** (justifications for resorting to war) and **Jus in Bello** (ethical conduct during the war). These branches work together to establish criteria for the ethical justification of war, including **legitimate authority, just cause, right intention, probability of success, last resort, and proportionality**.

9.8 ROLE OF BHAGWAT GITA IN ADMINISTRATION

Introduction

- The Bhagavad Gita is a **sacred Hindu scripture found within the Mahabharata epic**. It consists of a **dialogue between Prince Arjuna and Lord Krishna**, exploring profound questions about life, duty, and spirituality.
- The Gita **emphasizes the concept of dharma**, presenting various paths to spiritual enlightenment, including **Karma Yoga, Bhakti Yoga, and Jnana Yoga**.
- It offers guidance on **righteous living, self-realization, and devotion to a higher power**.
- The teachings of the Gita have had a profound influence on Indian philosophy and continue to inspire individuals worldwide in their spiritual journeys.

Role of Bhagvat Gita in Administration

The Bhagavad Gita provides valuable insights for administrators in various aspects:

- **Detachment and Duty:** The Gita emphasizes that it is not enough to simply perform one's duty, but to do so with detachment from personal desires and outcomes. Administrators can apply this principle to carry out their responsibilities selflessly, focusing on the well-being of society rather than personal gains.
- **Virtue Theory:** The Gita highlights virtues essential for righteous administration, such as maintaining a calm and unagitated mind, being firm in decision-making, remaining impartial and content in one's duty, and treating friend and foe, honour and disgrace, with equanimity. These virtues guide administrators in their actions and interactions.
- **Leadership Development:** The Gita provides guidance for developing effective leadership qualities, such as emotional intelligence, resolving ethical

dilemmas, and fostering a sense of disinterestedness and impartiality. These qualities help administrators navigate complex situations and inspire others.

- **Dharma and Governing Principles:** The concept of dharma in the Gita identifies the essential ideas and governing principles of our cultural life. Administrators can draw upon these principles to uphold justice, righteousness, and harmony in their decision-making and policies.
- **Karma Yoga and Jnana Yoga:** The Gita presents the paths of karma yoga (the path of selfless action) and jnana yoga (the path of knowledge) as ways to attain eternal bliss and truth. Administrators can apply these paths by performing their duties with dedication, seeking knowledge, and pursuing self-improvement.
- **Integration of Social and Individual Welfare:** The Gita emphasizes the synthesis of individual and social interests. It recognizes the importance of personal growth while highlighting the interconnectedness of individuals within a society.
- **Nishkama Karma:** The Gita promotes selfless actions, detached from personal desires and ego, as a path to integrity and spiritual growth. By removing attachments and focusing on duty, individuals can lead a life of ethical conduct.
- **Non-Attachment to Fruits of Action:** The Gita emphasizes that individuals have the right to work, but not to control the outcomes or fruits of their actions. Administrators can embrace this teaching by focusing on their duties and actions, without being attached to personal rewards or outcomes, thus reducing the stress and anxiety associated with success or failure.
- **Synthesis of Enjoyment and Austerity:** The Gita provides a balanced approach to life, integrating enjoyment and asceticism. It encourages individuals to divinise their passions and find harmony between material pursuits and spiritual growth.
- **Guiding Daily Duties:** The Gita offers guidance on fulfilling one's daily duties according to one's nature and role. It provides a framework for understanding and performing ethical actions in everyday life.
- **Determinism and Freedom of Will:** The Gita synthesizes the concepts of determinism and freedom of will. It acknowledges the role of God in controlling outcomes while emphasizing the importance of individual determination and self-submission to divine action.
- **Resolution of Ethical Dilemmas:** Gita's teachings on detachment and selfless action can assist in resolving ethical dilemmas, particularly those arising from conflicts between self-interest and public benefit.
- **Universal Relevance:** Gita's message is universally comprehensive and timeless. Its teachings hold value in contemporary society, guiding individuals towards

a balanced and ethical way of life, particularly in times when materialism threatens social harmony.

- **Role in Governance:** The ethical teachings of the Gita can guide public servants in practising effective, accountable, and inclusive governance. By emphasizing ethical behaviour, decision-making, and creating an ethical workplace, it can contribute to ethical governance practices.

Conclusion

In conclusion, the Bhagavad Gita plays a significant role in **administration by providing valuable insights into detachment, duty, virtue, leadership, and ethical decision-making**. It emphasizes the integration of social and individual welfare, promotes selfless actions, and offers guidance on fulfilling daily duties. The **Gita's teachings on non-attachment, enjoyment, and austerity**, as well as its synthesis of determinism and freedom of will, have universal relevance. By applying the principles of the Gita, administrators can foster ethical governance practices and create a harmonious and inclusive environment.

9.9 ARTIFICIAL INTELLIGENCE (AI) IN MILITARY SECURITY: ETHICAL ISSUES

Recently the Netherlands hosted the first global conference on the use of AI in the military in which all the major military powers of the world including India were invited.

Introduction

- As Artificial Intelligence (AI) continues to advance and play an increasingly prominent role in military security, it is essential to address the ethical considerations that arise.
- AI technology enables computers to emulate human thinking and decision-making by analyzing data and responding accordingly.
- However, as AI surpasses human capabilities, it becomes crucial to ensure that ethical principles governing human conduct are given due consideration prior to deploying AI in military contexts.

Ethical Issues Involved

Artificial intelligence (AI) in military security raises significant ethical concerns that must be addressed before its deployment. These ethical issues include:

- **Violation of Privacy and Human Rights:** The use of AI tools for surveillance and patrolling can threaten the right to privacy and other fundamental human rights, particularly in border and insurgency-ridden areas. The extensive capabilities of AI in gathering and analyzing data may encroach upon individual freedoms.

- **Altering Human Behavior and Beliefs:** In authoritarian regimes, AI technologies are being employed to manipulate the behaviour and belief systems of populations. For instance, in Xinjiang, China, face recognition and surveillance technologies are used to control and suppress Uighur Muslims. Similarly, social credit score systems are being developed to assess and control the behaviour of citizens, limiting personal freedoms and autonomy.
- **Subduing Human Intelligence and Capability:** The increasing reliance on AI systems for decision-making in military security may diminish the role of human intelligence and experience. While AI can provide data-driven analysis, it lacks the contextual understanding, intuition, and strategic thinking that human decision-makers possess.
- **Emotional Intelligence and Empathy:** AI lacks emotional intelligence and empathy, which are crucial in military security operations. Human soldiers rely on camaraderie, emotional support, and empathy in challenging circumstances. AI-controlled or autonomous systems cannot provide the same level of emotional support, potentially impacting morale and the well-being of military personnel.
- **Proportionality in Warfare:** The introduction of AI in military operations may lead to an escalation in violence and destruction. Autonomous weapons and AI-driven decision-making may result in disproportionate responses and collateral damage, raising concerns about adherence to the principles of proportionality and minimizing harm.
- **Accountability and Responsibility:** In traditional warfare, individuals can be held accountable for violations of ethical principles and face consequences for war crimes. However, the involvement of automated machines and AI systems complicates the issue of accountability. Machines cannot be held morally responsible for their actions, raising questions about the allocation of responsibility and accountability for unethical or cruel acts.

Steps can be Taken

To navigate the ethical issues surrounding the use of Artificial Intelligence (AI) in military security, the following steps can be taken:

- **Ethical Frameworks:** Develop comprehensive ethical frameworks specific to the use of AI in military security. These frameworks should address privacy rights, human rights, proportionality in warfare, accountability, and other relevant ethical concerns. They should provide guidance for decision-making and establish principles for responsible AI deployment.
- **International Collaboration:** Foster international collaboration and dialogue among nations to establish global norms and regulations regarding the use of AI

in military security. This can help ensure a unified approach and prevent unethical practices.

- **Ethical Guidelines and Training:** Develop clear ethical guidelines for military personnel and AI developers involved in military security. Provide training programs that focus on the responsible and ethical use of AI, emphasizing human oversight, adherence to international laws and conventions, and the importance of maintaining human values in decision-making processes.
- **Public Engagement and Transparency:** Foster public engagement and awareness about the use of AI in military security. Encourage open dialogue, transparency, and accountability by involving the public, civil society organizations, and experts in discussions and decision-making processes. This can help mitigate concerns, build trust, and ensure that societal values are considered in AI deployment.
- **Human-Machine Collaboration:** Emphasize the importance of human oversight and control in AI systems used in military security. Promote the idea of humans and machines working together, with AI systems augmenting human decision-making rather than replacing it entirely. This approach can ensure a balance between the capabilities of AI and the ethical considerations of human judgment.
- **Continuous Evaluation and Adaptation:** Establish mechanisms for ongoing evaluation and assessment of AI systems deployed in military security. Regularly review the ethical implications and impact of AI applications, making necessary adjustments and updates to align with evolving ethical standards and societal values.
- **Multidisciplinary Approach:** Promote a multidisciplinary approach to AI development and deployment in military security. Involve experts from diverse fields, including ethics, law, social sciences, and philosophy, to provide diverse perspectives and ensure a holistic consideration of ethical implications.
- **Ethical Audits and Certification:** Implement mechanisms for conducting ethical audits and certification of AI systems used in military security. Independent third-party organizations can assess the ethical practices and compliance of AI technologies to ensure adherence to established ethical standards.

Conclusion

AI integration into military security raises ethical concerns, including privacy violations, manipulation, diminishing human intelligence, lack of empathy, proportionality, and accountability challenges. To address these concerns, **ethical frameworks, international collaboration, training programs, public engagement, human-machine collaboration, continuous evaluation, and multidisciplinary approaches are essential.** These

measures ensure the responsible use of AI, uphold human values, and safeguard individual rights.

9.10 CENTRALISATION AND MONOPOLY

Introduction

- Centralization and monopoly are terms that refer to the concentration of power and control within a single entity or a small group of entities.
- The consolidation of authority or influence in one central entity is referred to as centralization, whereas monopoly occurs when a single corporation or group controls a certain market, eliminating or considerably decreasing competition.
- These ideas create ethical problems about justice, competition, and the possibility of misuse.

Understanding Centralization and Monopoly

• Centralization:

- **Definition and Scope:** Centralization is the concentration of power, authority, or control in a single entity or a small group of entities. With a hierarchical organization, decision-making is frequently centralized at the top.
- **Ethical Considerations:**
 - ◆ **Fairness and Accountability:** Concerns concerning the equitable distribution of power and decision-making authority arise as a result of centralization. Power abuses can occur when there is a lack of transparency and accountability.
 - ◆ **Participation and Representation:** In order to ensure various perspectives and avoid marginalization of voices, inclusive decision-making processes are essential.

• Monopoly: Market Domination

- **Definition and Scope:** A monopoly occurs when a single firm or group dominates a market, exercising exclusive control over the supply of goods or services. As a result, there is little or no competition.
- **Ethical Considerations:**
 - ◆ **Competition and Innovation:** Monopolies stifle competition, which can stifle innovation, reduce incentives for quality improvement, and limit consumer choices.
 - ◆ **Consumer Welfare:** Monopolistic activities may result in higher costs, lower product quality, and fewer options for consumers, thus harming them.

Ethical Concerns

- **Lack of Competition:** Centralization and monopolies hinder competition, resulting in fewer customer options, less innovation, and the possibility of price manipulation. This concentration of power undermines market dynamics and the principles of free and fair competition.
- **Inequality:** Concentrated power can worsen societal disparities. Monopolies frequently control resources, supply chains, and distribution networks, allowing them to wield disproportionate power and abuse vulnerable stakeholders including small firms, workers, and customers. This has the potential to exacerbate economic gaps and impede social mobility.
- **Consumer Welfare:** Monopolistic activities can affect consumers by lowering product quality, raising costs, and degrading customer service. Consumers may be left with few options if credible alternatives are not available, and they may experience monopolistic abuse.
- **Ethical Leadership:** Centralized entities and monopolies face the ethical challenge of using their power and influence to benefit society. Transparency, accountability, and awareness of the broader societal consequences of their decisions and actions are all required for ethical leadership.

Mitigating the Ethical Challenges

- **Regulatory Frameworks:** Governments and regulatory agencies play an important role in guaranteeing fair competition and preventing the misuse of concentrated power. Effective regulations and antitrust laws can aid in the preservation of a level playing field, the promotion of healthy competition, and the protection of consumers and smaller market participants' interests.
- **Promoting Diversity and Innovation:** Encouraging diversity and creating an environment that fosters innovation and entrepreneurship can help mitigate the negative consequences of centralization and monopolization. Society may gain from more competition, new ideas, and economic progress by creating an inclusive culture and supporting startups and small enterprises.
- **Social Responsibility:** Monopolies and centralized corporations must prioritize ethical business practices and social responsibility. This involves using sustainable techniques, giving back to the community, and treating employees, suppliers, and customers fairly. Maintaining public trust requires ethical business governance and transparency.
- **Consumer Empowerment:** Educating customers about their rights, enabling educated decision-making, and encouraging collective action can

empower individuals to fight monopolistic behaviours. Consumer advocacy groups, industry watchdogs, and open access to information can all help to create a more balanced market landscape.

Conclusion

Centralization and monopolies pose ethical difficulties that necessitate careful thought and action. While centralization can improve efficiency and streamline operations, it must be tempered with the ideals of fairness, competitiveness, and social welfare. Regulatory frameworks that support healthy market dynamics, foster innovation, and protect the rights of consumers and smaller market participants should be a goal for society. Finally, we can promote a more fair and sustainable economic landscape that benefits all stakeholders by preserving ethical standards, supporting diversity, and empowering individuals.

9.11 ETHICS OF THE PHARMACEUTICAL ECOSYSTEM

Introduction

- The pharmaceutical ecosystem is critical to global healthcare because it provides crucial medications and therapies that enhance and preserve lives. This complicated industry, however, is not without ethical challenges.
- This article investigates the ethics of the pharmaceutical ecosystem, focusing on significant issues such as drug pricing, access to medications, research ethics, and the balance of health and profits.

Can Doctors Accept Freebies From Pharmaceutical Industries?

- According to the Indian Medical Council (Professional Conduct, Etiquette, and Ethics) Regulations, medical practitioners are prohibited from accepting emoluments such as gifts, travel facilities, hospitality, cash or monetary grants.
- Acceptance of freebies may result in a range of sanctions ranging from a "censure" for incentives worth up to Rs 5,000 to removal from the Indian Medical Register or State Medical Register for periods of up to three years.

Ethical Considerations & Challenges

- **Drug Pricing and Affordability:**
 - **Balancing Profit and Access:** Establishing reasonable prices that allow for profitability while ensuring that all individuals have affordable access to pharmaceuticals.

- **Disparities in Pricing:** Differences in drug pricing among areas and countries, limit access for people with less financial resources.
- **Access to Medicines:**
 - **Healthcare Disparities:** Unequal access to medicines due to factors such as geography, income, and healthcare infrastructure.
 - **High Prices and Limited Availability:** Limited access due to high prices, scarcity, or a lack of distribution networks.
- **Research Ethics:**
 - **Informed consent:** Ensuring that participants in research offer informed permission and are sufficiently informed about potential risks and benefits.
 - **Data Integrity and Reporting:** Maintaining integrity in research data collection, processing, and transparent reporting of trial outcomes is referred to as data integrity and reporting.
- **Marketing Practices and Transparency:**
 - **Misleading Advertising:** Ethical concerns about the truth and fairness of pharmaceutical marketing techniques, which may affect prescribing decisions.
 - **Conflicts of Interest:** Ensuring transparency in revealing financial links between pharmaceutical corporations and healthcare personnel that have the potential to influence medical decisions.
- **Intellectual Property Rights and Global Health:**
 - **Access Barriers:** Balancing intellectual property rights protection with the need for inexpensive access to life-saving pharmaceuticals, particularly in low-income nations.
 - **Patent and Regulatory Hurdles:** Overcoming patent and regulatory restrictions, as well as trade agreements that limit access to affordable generic drugs.
- **Corporate Social Responsibility (CSR):**
 - **Ethical Business Practices:** Ensuring that pharmaceutical businesses follow ethical business practices in all parts of their operations, including supply chain management and corporate governance.
 - **Environmental Impact:** Addressing the environmental impact of pharmaceutical manufacturing, waste management, and sustainable practices.

Mitigating the Ethical Challenges

- **Transparent Pricing Models:** Implementing transparent pricing models that take into account elements like R&D costs, public health impact, and affordability for various groups.

- **Collaboration for Affordability:** Working with governments, healthcare systems, and non-governmental organizations (NGOs) to negotiate fair pricing and assure affordability through measures such as differential pricing and discounts.
- **Differential Pricing and license:** Implementing differential pricing models and license agreements in low-income nations and during public health emergencies to enable affordable access.
- **Ethical Guidelines and Oversight:** Adherence to strong ethical principles and regulations, such as those defined by international organisations, as well as oversight by ethics committees to preserve the welfare of the research participants.
- **Transparent Reporting and Data Sharing:** Promoting transparency in trial results reporting and promoting responsible data sharing to advance science and establish trust.
- **Ethical Marketing Codes:** Adhering to strict marketing norms of behaviour that promote transparency, accuracy, and integrity in promotional operations.
- **Voluntary Licensing and Knowledge Transfer:** Increasing the availability of cheap drugs by collaborating with generic producers through voluntary licensing agreements and promoting knowledge transfer.
- **Flexibilities in Intellectual Property:** Advocating for intellectual property rights flexibilities, such as compulsory licensing, to solve public health emergencies and promote access to important medications.
- **Responsible Corporate Governance:** Implementing strong corporate governance structures that stress ethical decision-making, transparency, and accountability is referred to as responsible corporate governance.

Conclusion

Drug pricing, access to medicines, research ethics, marketing strategies, intellectual property rights, and corporate social responsibility are all issues that the pharmaceutical business faces. The industry may establish an ethical environment that fosters equal access, patient welfare, innovation, and global health by stressing transparent pricing, collaboration, ethical guidelines, responsible marketing, fair intellectual property management, and social responsibility.

9.12 MARITAL RAPE AND CONJUGAL RIGHTS

Introduction

- In India, the question of **marital rape and conjugal rights** has been a **contentious issue**. In 2017, the Indian Supreme Court ruled that **marital rape is not**

a crime under the Indian Penal Code (IPC), citing the exemption clause in Section 375 that exempts marital rape from the definition of rape. This decision was based on the concept of “**conjugal rights**” and has faced criticism for undermining women’s fundamental rights.

- In 2020, a petition was filed to the Supreme Court seeking to overturn the 2017 verdict. The petition argues that the exception clause in **Section 375 is unconstitutional and that marital rape should be considered a crime**. The Supreme Court has yet to decide on the petition.
- However, there have been positive developments in recent years. In 2021, the **Delhi High Court held that marital rape is a form of domestic abuse** under the Protection of Women from Domestic Violence Act, 2005. This decision allows victims of marital rape to seek civil remedies, including compensation and protective orders, through the courts.

Understanding Marital Rape

- Marital Rape:** Marital rape is any unwanted sexual intercourse or penetration gained through force, threat of force, or when the wife is unable to consent.
- Conjugal Rights:** Conjugal rights are marriage-created rights, i.e. the right of the husband or wife to the society of the other spouse. These rights are recognized by the law, both in personal legislation dealing with marriage, divorce, and so on, and in criminal law mandating the payment of maintenance and alimony to a spouse.

Ethical Issues

- Violation of the Right to Live with Dignity:** Marital rape violates a woman’s or wife’s right to live with dignity. According to Article 21 of the Indian Constitution, the right to live with human dignity is part of the right to life (a Fundamental Right).
- Issues of Sexual Privacy:** In the case of the State of Maharashtra v. Madhukar Narayan, the Supreme Court ruled that every woman is entitled to her sexual privacy and that it is not open for anyone to breach her privacy whenever they want.
- Right to Bodily Self-Determination:** Everyone has the right to make decisions about his or her own body. Similarly, a woman’s decision to have sex or not to have sex or to grant consent is one of the most personal decisions she makes for herself. It is a right to express oneself.
- Violation of the Right to Equality:** Similarly, in India, the discriminatory treatment of rape and marital rape under Section 375 of the IPC, as well as the varying sentences granted for both under Section 376 of the IPC, breaches the right to equality before the law (Article 14).

- Rape is not a basis for divorce:** Because marital rape is not a basis for divorce under any personal laws, including the Special Marriage Act of 1954, it cannot be utilized as a basis for divorce and cruelty against the spouse. As a result, the women remain helpless and suffer in silence.

Scenario Example

- Although Sarah and Abdul are married, **Abdul frequently engages in sexual activities with Sarah without her explicit agreement**. Sarah feels violated, but she is afraid to pursue the matter since society expects marital rights to take precedence over her right to agree.
- Ethical Considerations:**
 - Respecting **Sarah’s right to consent** within her marriage, as well as accepting her boundaries, are critical ethical issues.
 - Recognizing the power dynamics in the marriage is critical, as Abdul’s **non-consensual behaviour disregards Sarah’s autonomy and equality**.
 - Since both couples must engage in honest dialogues about sexual boundaries and expectations, open communication and trust are critical for resolving the issue.
- Resolution:**
 - Sarah discusses the problem with Abdul emphasizing the significance of permission and her autonomy. They communicate openly, set boundaries, and **prioritize Sarah’s consent**.
 - Abdul accepts responsibility, promises to respect Sarah’s constraints, and seeks her explicit permission. They defy cultural norms by prioritizing consent in their relationship.
 - Sarah and Abdul collaborate to create an ethical and cooperative marriage relationship.**

The Doctrine of Coverture

- The doctrine of coverture was a **legal principle** that held that **when a woman is married, her legal identity and rights were blended with those of her husband**.
- As a result, she had **limited legal competence** and could not possess property, enter into contracts, or have independent legal standing.
- The concept **reflected prevailing societal standards and gender inequity** at the time.
- However, because of its **discriminatory nature**, the concept has been **highly condemned and has been generally eliminated**, recognizing the importance of individual rights and gender equality in modern legal systems.

Ethical Implications

Marriage, on the other hand, does not confer ownership or control over the other spouse's body. Understanding the ethical consequences of marital rape is critical for maintaining the ideals of autonomy, consent, and dignity in any relationship.

- **Autonomy:** Every person has the intrinsic right to make decisions about their body, including whether or not to engage in sexual behaviour. This right to autonomy should be upheld without exception inside a marriage.
- **Consent:** Consent is the foundation of ethical sexual relationships. It must be freely given, enthusiastically received, and well-informed. The absence of consent or force undermines the ethical underpinning of any sexual interaction, regardless of marital status.
- **Dignity:** Marital rape violates the survivor's bodily and mental well-being. Respecting the dignity of each partner is essential for building a healthy, equitable, and ethical marital partnership.

Arguments Against Criminalizing Marital Rape

- **Destabilize marriage as an institution:** It has the potential to produce full turmoil in families and destabilize marriage as an institution, damaging the family platform that upholds family values and contributes to the country's existence. In Indian culture, marriage is viewed as a sacrament.
- **Misuse of the law:** It may become an easy instrument for harassing husbands by misusing the law, comparable to the **growing misuse of section 498A of the IPC** (harassment given to a married woman by her husband and in-laws).
- **Awareness is more important:** Simply criminalizing marital rape may not be enough to put an end to it because "moral and social awareness" is essential in preventing such an occurrence.
- **The burden of proof:** The burden of proof is a complicated notion. When marital rape is regarded as a crime, the burden is on either the wife to prove the offence or the husband to prove his innocence, making it extremely difficult to apply.
- **Against privacy:** Some say that making marital rape a crime would allow the government to intervene in people's private lives. This would violate the right to privacy enshrined in the Indian Constitution's Article 21 which guarantees the right to life.
- **Cultural Diversity:** India has unique challenges due to elements such as literacy, a lack of financial empowerment for the majority of females, societal attitudes, huge diversity, poverty, and so on, and they should be carefully studied before criminalizing marital rape.

Way Forward

Several critical efforts must be taken to address the issue of marital rape and recognize the importance of consent in intimate relationships:

- **Legal Reform:** Adopt the Justice Verma Committee's recommendations, which emphasize that the relationship between the accused and the complainant should not be a consideration in evaluating consent. This ensures that marital rape is viewed as a severe crime and not treated lightly.
- **Dissolution of Marriage:** Provide victims of marital rape with a legal remedy through marriage dissolution. This permits individuals to seek legal separation or divorce, allowing them to leave an abusive relationship.
- **Attitude Change:** In addition to legal improvements, it is critical to encourage a shift in public attitudes about consent and gender equality. This necessitates public awareness campaigns and educational initiatives that promote knowledge of women's rights to autonomy and physical integrity, regardless of married or intimate relationship status.
- **Training and Sensitization:** Make certain that prosecutors, police officers, and other law enforcement officials receive extensive training on how to handle cases of marital rape. This includes training in sensitivity, recognizing the dynamics of power and control within relationships, and treating all victims with decency and respect.
- **Support Services:** Establish support services for victims of marital rape, such as helplines, counselling, and safe areas. Individuals wishing to escape violent situations can benefit from emotional support, legal assistance, and direction from these agencies.

Recent Developments in the Fight Against Marital Rape

Here are some recent developments in India's fight against marital rape:

- **In 2021:** The Delhi High Court held 2021 that marital rape is a kind of domestic abuse under the Protection of Women from Domestic Abuse Act, 2005.
- **In 2022:** The National Commission for Women (NCW) established recommendations for dealing with incidents of marital rape in 2022. According to the rules, police should file FIRs in situations of marital rape, and judges should be receptive to such cases.
- **In 2023:** The Ministry of Women and Child Development (MWCD) presented a proposed bill criminalising marital rape in 2023. The government is presently considering the bill.

Conclusion

Marital rape is a difficult subject that requires a thorough examination. Making marital rape a crime will not only assist. Rather, there is a need to correct and address gaps in existing laws, as well as eliminate obsolete ones that tend to work against the well-being of women and society as a whole. Public consultation and discussion with all stakeholders could be the way to go.

9.13 OPINION POLLS AND ETHICAL ISSUES

Introduction

- An opinion poll is a **survey of public opinion based on a specific sample of people**.
- Typically, opinion polls are intended to represent the opinions of a population by asking a series of questions and then extrapolating generalizations using ratios or confidence intervals.
- In contrast to exit polls, which are conducted after voting, opinion polls are conducted prior to elections.

Regulation of Opinion Polls in India

- **Rules under Article 324:** The Election Commission of India (ECI) published rules under Article 324 of the Constitution in 1998, prohibiting media from broadcasting opinions and exit poll findings within a restricted time.
 - The Supreme Court ruled in 1999 that, in the absence of formal punishment, the ECI cannot impose any rules barring such polls.
- **Section 126(A) of the Representation of the People Act, 1951,** was added in 2010 to restrict just exit polls.
 - **Section 126(1)(b) of the Representation of the People Act, 1951** prohibits opinion polls from being disseminated in electronic media for 48 hours before an election in that voting district.
 - **Punishment:** The violation of Section 126(1)(b) is penalised under Section 126(2) by imprisonment for a term of up to two years, a fine, or both.

Ethical Issues with the Opinion Polls

- **Biased and Paid News:** It believes that certain polls are sponsored, motivated, and biased.
 - Biased sampling can lead to inaccurate and misleading results that do not reflect the views of the wider population.
 - The **Cambridge Analytica scandal** is an infamous example of biased opinion-making.
- **Opaque and Biased sampling:** Practically all polls are opaque, with little information about the technique provided.

- Many “polls” with such flaws amount to misinformation, which can result in “undue influence,” which is an **“electoral offence” under IPC Section 171 (C)**.
- The RP Act defines it as a **“corrupt practice” in section 123 (2)**.
- **Doubts on the integrity of opinion polls:** According to the Press Council of India, today, because the **print media is sought to be exploited by interested individuals or groups** to misguide and misled unwary voters through subtle and **not-so-subtle propaganda on casteist, religious, and ethnic basis**, as well as through the use of sophisticated means such as alleged poll surveys.
- **Unfair Influence on the Electoral Process:** Opinion polls have a direct impact on the sanctity and integrity of the election process.
 - They have the **ability to affect voting behaviour** and alter electoral outcomes.
 - **A sting operation by a television news programme** made quite a stir in early 2014.
 - ◆ As many as 11 polling firms were caught red-handed falsifying polls.
 - ◆ **These polling firms were willing to falsify** the margin of error, candidate victory margins, seat estimates for a party, or conceal negative data. Sadly, this exposé did not receive the attention it deserved.
- **Bandwagon effect:** The bandwagon effect asserts that voters “jump on the bandwagon,” which implies that if a party is gaining ground in the polls, the party will garner greater support from voters, and vice-versa if the party is losing ground in the polls.
- **Unfair and unrealistic claims:** Pollsters exacerbate the situation by making sweeping assertions.
 - **For Example,** Austria’s hardline **Chancellor Sebastian Kurz** has been accused of arranging phone surveys and buying the news media to present them as legitimate opinion polls.
- **Potential harm and influence:** In some cases, opinion polls can have unintended consequences, such as influencing public opinion or election outcomes.
 - Poll results may sway voters or discourage participation in elections, leading to potentially skewed outcomes.

Pertaining to this, opinion polls do not accurately represent the real figure. Furthermore, they are exclusively aired before elections to promote specific political parties.

Can banning Opinion Polls cure the problem?

Many political scientists have sought to completely ban the opinion polls. But this would have the following issues:

- **Knee-jerk reactions:** The demand for a total ban on pre-election polls, or a prohibition commencing on the day of notice, represents the knee-jerk reaction that has come to dominate much of our policies.
- **Failed to pass the judicial check:** A total prohibition for the duration of the campaign may not be upheld in court.
- **Against the freedom of speech and expression:** It's difficult to understand how such a prohibition could be justified as a "reasonable restriction" on the constitutionally granted freedom of expression.
- **It would be extremely difficult to implement.** It may exist simply on paper like the prohibition on smoking in public places does.
- **Punish law-abiding agencies:** It may drive out all legitimate and law-abiding agencies, leaving the field open for rogue polls run by fly-by-night operations.
- **Promote corruption:** It would almost certainly **create a black market** for information, with secret polls and whispers replacing transparent and accountable polling.

Measures Needed

- **A possible approach would be an independent regulator:** Such as the British Polling Council.
 - In addition to sample size, technique, time range, and the quality of research staff training, all polling organisations must reveal the sponsor for review. On the same lines, India might establish its own professional body.
 - Following the Bihar election in 2015, six key agencies discussed the formation of a self-regulatory entity called the Indian Polling Council. There has been no development in almost six years.
- **Developing a code of conduct:** An Opinion Polls Code of Conduct should exist. The sampling frame, sample size, and the specific procedure used to draw the sample will be published, as will the social profile of the achieved sample.
- **Improving transparency:** The ownership and track record of the group conducting the survey, as well as the names of the sponsors, will be made public.
- **Eliminating sample error:** The sampling frame, sample size, and exact sampling procedure employed; the sociological profile of the achieved sample should be made public.
- **Timing of release:** Ethical considerations should be given to the timing and release of poll results to mitigate any undue influence on political processes.
- **Protecting privacy:** Personal information should be collected and stored securely, and it should be anonymous when reporting the results to ensure individuals cannot be identified.

- Additionally, the data collected should only be used for the stated research purposes and not for any other unrelated activities.
- **Upholding Neutrality:** Care must be taken to avoid leading or biased questions that may unduly influence participants' opinions.
 - Pollsters should strive for neutrality and objectivity in question design to obtain accurate and unbiased results.

Conclusion

Overall, opinion polls can provide valuable insights into public opinion, but ethical considerations are crucial to ensure the integrity and accuracy of the data collected. By addressing these ethical concerns, we can maintain the trustworthiness of opinion polls and their contribution to informed decision-making.

9.14 BULLDOZER MODEL AND PRINCIPLE OF NATURAL JUSTICE

Introduction

- The "bulldozer model" of governance, which involves the demolition of property as a form of punishment, has been criticized for violating the principle of natural justice. The principle of natural justice, **also known as the Audi Alteram Partem rule**, requires that individuals be given a **fair hearing before they are punished**.
- This means that they must be given notice of the charges against them, an opportunity to present their case, and the right to be represented by counsel.

Elements of Natural Justice

The principle of natural justice typically includes the following elements:

- **Right to be heard:** Individuals have the right to present their case and have their arguments and evidence considered by the decision-maker.
 - This includes the right to respond to allegations, cross-examine witnesses, and make submissions.
- **Impartial decision-maker:** Authorities should not have any personal interest in the outcome of the case or any preconceived notions that could affect their judgment.
- **Notice of the case:** Individuals should be given sufficient notice of the case against them, including the nature of the allegations, the evidence being relied upon, and the potential consequences.
 - This allows individuals to prepare their defence adequately.
- **Right to an unbiased tribunal:** The decision-making body or tribunal should be impartial and free from any conflicts of interest.

- **The decision should be based on the evidence and the applicable law**, rather than personal biases or external pressures.
- **Right to reasons for the decision:** Individuals have the right to receive written reasons for the decision. This allows them to understand the rationale behind the decision and determine whether any legal errors were made.

Three Principles of Natural Justice

1. Audi alteram partem (the right to be heard):

This principle emphasizes that all parties involved in a dispute or decision-making process have the right to be heard.

- a. It means that individuals should have the opportunity to present their cases, respond to allegations or arguments made against them, and have their arguments and evidence considered by the decision-maker.

2. Nemo judex in causa sua (the rule against bias):

This principle states that the decision-maker should be impartial and unbiased.

- a. It prohibits individuals who have a personal interest in the outcome of the case or any preconceived notions from making decisions.
- b. Decision-makers should not have any conflicts of interest that may influence their judgment, and they should approach the case with an open mind and neutrality.

3. Rule of fair hearing and reasoned decisions:

This principle encompasses various elements that contribute to a fair hearing.

- a. It includes the right to adequate notice of the case (including the nature of the allegations, evidence, and potential consequences), the right to legal representation, the right to cross-examine witnesses, and the right to receive reasons for the decision.

These principles aim to ensure that decision-making processes are fair, transparent, and accountable. They apply to various legal contexts, including administrative law, disciplinary proceedings, and judicial processes.

Justification of Bulldozer Culture

- **Instant justice:** Today bulldozer represents a regime willing to oppress individuals it considers to have done something wrong.
 - There were no queries, no waiting for court rulings, and no need for legal procedures.
 - Whether it's eloping couples, lawbreakers, or community violence, the **police are turning to hasty punishment**, and bulldozers are their partners.

- **Liability on fringe elements:** Defenders of the state's activities frequently cite a 2009 Supreme Court decision that said that the responsibility for any violence during an event rests with the event's organizers.

- **According to the judgment, the organizers must settle for claims resulting from such violence.**
- These individuals, however, overlook the ruling's other aspects, such as the preceding requirement to establish the organizers were complicit in the violence.
- **Anti-encroachment drive by state:** Bulldozers have razed buildings or house extensions built "illegally" in neighbourhoods that recorded communal clashes recently in Delhi, Madhya Pradesh and Gujarat.
- **Restrict future crimes and criminals:** It is a way to deter crime and illegal activities. The idea is that if people know that their property will be demolished if they break the law, they will be less likely to do so.

Ethical Issues with the Bulldozer Culture

The demolition of property without due process of law can violate the principle of natural justice in several ways:

- **It denies individuals the right to be heard:** If the property is demolished without notice or an opportunity to be heard, individuals may not have the chance to explain why their property should not be demolished.
- **Undermines due process of law:** the demolition of property can be a form of punishment, which is a form of deprivation of liberty.
 - Under the principle of natural justice, individuals cannot be punished without due process of law.
- **The devastating impact on individuals:** the demolition of property can have a devastating impact on individuals' lives.
 - It can displace them from their homes, destroy their businesses, and leave them without a livelihood.
- **Violation of Article 300A:** "No one shall be deprived of his property except by authority of law".
- **Violation of Supreme Court:** The Supreme Court of India has recognized the importance of the principle of natural justice in the context of demolitions.
 - **In the case of M.C. Mehta v. State of Gujarat**, the Court held that the demolition of property without due process of law was a violation of the right to life and liberty under Article 21 of the Constitution.
 - The Court also held that the demolition of the property could be a form of punishment, which is a form of deprivation of liberty, and that punishment cannot be imposed without due process of law.
- **No prior information:** This provision guarantees that individuals have ample time to depart before they are forced to leave.

- **Encroaching the separation of power:** the executive is taking on the role of judge, jury, and executioner.
- **It is a form of collective punishment:** When the property of an entire community/family is demolished, it is often the innocent who are the most affected.
 - This can lead to resentment and anger, which can further fuel conflict.

Measures Needed

- **Giving notice prior to action:** Before an eviction, the **landmark 1985 Olga Tellis verdict** highlights that notice is required, as is listening to impacted people, including trespassers.
- **Strengthening the judiciary:** Such as establishing fast-track courts, and transparency in judicial proceedings.
- **Stand against collective punishment:** The court must also confront the fact that such demolitions are collective punishment, which has no place in a modern legal system based on individual responsibility rather than collective punishment.
- **Effective implementation of laws:** States like Haryana, Uttar Pradesh, and Uttarakhand have laws in place to compensate for property damage caused by disruption.

Conclusion

The controversial tactic of deploying bulldozers to demolish “suspected” people’s homes and businesses harms local populations irreparably. Another community’s residents will suffer from uncontrolled bulldozing without an appropriate hearing. These actions are brief, but the scar lasts and raises issues about the legal system. The court must convey a message that the rule of law is strong in India.

9.15 YELLOW JOURNALISM

John Stuart Mill

Everyone’s opinion must be heard, even if he is a mad man. Because every opinion contains a part of the truth.

Introduction

- Journalism is the profession of **gathering, analysing, and broadcasting news and social issues to the general public**. The major function of media sources is to enlighten the public and provide reliable, unbiased information. Today, journalism is facing a **moral crisis**, with its ratings continually dropping and its viability as a democratic agency being called into doubt.

Gandhian Ethics on Journalism

- Mahatma Gandhi emphasized the importance of journalism as a service, **not an uncontrolled torrent of water**.
- He emphasized the idea of **social responsibility**, stating that journalism should serve people with devotion and educate them while avoiding sensationalism, distortion, and manipulation of facts.
- He emphasized the need for ethical standards in journalism for profit.

Elements of Media Ethics

Media ethics encompasses a **set of principles and standards** that guide the ethical behaviour and practices of media professionals. While the specific elements may vary, depending on cultural and contextual factors, here are some important elements commonly associated with media ethics:

- **Truth and Accuracy:** Media professionals have an ethical responsibility to report truthfully and accurately. They should verify facts, check sources, and present information in a fair and balanced manner.
 - This includes avoiding the dissemination of false information, misleading headlines, and deceptive editing practices.
- **Independence and Impartiality:** Media should maintain independence from undue influence, political pressure, or conflicts of interest. Journalists should strive for impartiality, avoiding favouritism, bias, or the promotion of personal or corporate agendas.
- **Privacy and Confidentiality:** Media professionals should respect individuals’ privacy rights and handle personal information with care.
- **Sensitivity and Respect:** Media should demonstrate sensitivity and respect for cultural, religious, racial, and gender diversity.
 - They should avoid perpetuating stereotypes, engaging in discriminatory practices, or promoting hate speech.
 - Responsible reporting requires considering the potential impact of language, visuals, and narratives on marginalized or vulnerable communities.
- **Accountability and Transparency:** Media organizations and professionals should be accountable for their actions and decisions.
 - Corrections and clarifications should be promptly issued in case of inaccuracies or mistakes, and feedback or complaints from the audience should be taken seriously.

- **Minimization of harm:** Media professionals should strive to minimize harm when reporting sensitive or traumatic events.
 - Sensationalism, gratuitous violence, or invasion of privacy should be avoided when not essential to the public interest.
- **Social responsibility:** Media has a role in fostering a healthy and informed society. Media professionals should prioritize public interest, contribute to public debate, and promote civic engagement.

These elements provide a foundation for responsible and ethical media practices. Adhering to media ethics helps build trust with the audience, promotes journalistic integrity, and supports the media's role as a crucial pillar of democracy and information dissemination.

Ethical Issues with Yellow Journalism

Yellow journalism refers to a style of journalism that **emphasizes sensationalism, exaggeration, and distortion of news** to attract readers and increase circulation. **Thus it has the following ethical issues associated:**

- **Accuracy and truthfulness:** Yellow journalism often prioritizes attracting attention over factual accuracy.
 - This can lead to the dissemination of misinformation, rumours, and unverified claims.
 - In 2017, a leading newspaper published a front-page headline that claimed there was no evidence of rape in the Kathua case.
 - ◆ The case involved the rape and murder of an eight-year-old girl in Kathua, Jammu and Kashmir. The headline was later retracted after it was revealed that there was indeed evidence of rape.
- **Sensationalism and exaggeration:** Yellow journalism tends to sensationalize news stories, often exaggerating or distorting facts to create sensational headlines or narratives.
 - This can manipulate public perception, create unnecessary panic, and damage the reputation of individuals or institutions.
 - **Two thousand rupee note controversy:** After the release of the new two thousand rupee note, fake news was run by some reputed news channels that a **GPS-enabled microchip** is attached to the note to track the location of the note.
- **Lack of fairness and balance:** Ethical journalism strives for fairness and balance in reporting by presenting different perspectives and providing a comprehensive view of the issue.
 - Yellow journalism, on the other hand, may be biased, presenting one-sided or incomplete information to support a particular narrative or agenda.
 - Questions that challenge the prevailing narratives are repressed and denied a public voice.
- **Undermines the interest of the Public:** Instead of functioning as a 'check and balance' on the government's policies and any abuse of power, the mainstream media has taken on the **role of propaganda weapons** employed in infamous wars when all kinds of communication channels were restricted and used to disseminate official views.
 - Instead of assisting individuals in raising fair issues to authorities and engaging in healthy discourse, **the mainstream media plays the role of denying citizens such forums.**
- **Saffron journalism:** Saffron journalism, a variant of 'yellow journalism,' refers to journalism that views the 'state' as its own entity rather than as an autonomous entity. This is mainly noticeable in the television medium.
- **Invasion of privacy:** Yellow journalism sometimes invades the privacy of individuals by publishing personal details, private conversations, or intrusive photographs without their consent.
 - This can have serious consequences for the individuals involved and raises ethical concerns about respecting privacy rights.
 - **Such media outlets hold media trials**, as happened in the case of the Shushant Singh Rajput Muder case, adopting the role of a government propaganda instrument in the maintenance of what is known as public order.
- **Manipulation of public opinion:** Yellow journalism has the potential to manipulate public opinion by exploiting emotions, prejudices, or biases.
 - **This can lead to the polarization of society**, the spread of hatred, and the undermining of democratic discourse.
- **Lack of accountability:** Yellow journalism may prioritize commercial success over ethical responsibility.

- The pursuit of higher circulation or viewership numbers can overshadow the importance of journalistic integrity and accountability.
- Journalistic organizations and individual journalists should be accountable for the content they produce and its impact on society.
- **Damage to media credibility:** Yellow journalism can erode public trust in the media as a whole.
 - When news outlets prioritize sensationalism and clickbait tactics, it diminishes the credibility of the entire profession and undermines the role of the media as a reliable source of information.

Responsible journalism should uphold the principles of accuracy, fairness, objectivity, and respect for the public interest. Adhering to these principles ensures that media organizations fulfill their crucial role in democratic societies by providing reliable and responsible information.

Measures Needed

- **Fixing individual responsibilities:** The ethical responsibility of journalism is to provide accurate and verified information to the public, enabling them to make informed decisions.
- **Media organizations promoting ethical standards:** Media organizations should prioritize and promote ethical journalism standards within their own operations.
 - This includes establishing and enforcing clear guidelines for accuracy, fairness, and responsible reporting.
 - Encouraging professional development and training programs for journalists can also help in fostering ethical practices.
- **Journalistic self-regulation:** They can develop and enforce codes of conduct that outline ethical standards and principles for journalists to follow.
 - This includes measures to discourage sensationalism, require fact-checking, and ensure balanced reporting.
- **Fact-checking and verification:** Promoting fact-checking initiatives and investing in robust verification processes can help combat the spread of misinformation and rumours.
 - **Media organizations can establish dedicated teams** or collaborate with independent **fact-checking organizations** to verify information before publishing or broadcasting.
- **Transparency in ownership and funding:** Media organizations should be transparent about their ownership structures and funding sources.
 - **This helps to identify any potential conflicts of interest** and ensures that editorial decisions are not unduly influenced by external pressures.
 - **Implementing the recommendations of TRAI** with regard to media ownership and investment disclosure norms would help in maintaining the transparency required for the news media sector.
- **Media literacy and public awareness:** Educational institutions, media organizations, and civil society can collaborate to develop programs that enhance media literacy skills, teaching individuals how to evaluate sources, identify biases, and **distinguish between reliable and unreliable information**.
- **Ethical journalism in education:** Journalism schools and educational institutions should prioritize ethics education as part of their curriculum.
 - Teaching aspiring journalists about the importance of ethical practices, media ethics codes, and the impact of yellow journalism can help **instill responsible journalism values from the beginning** of their careers.
- **Regulatory oversight:** Regulatory bodies or independent media councils can play a role in monitoring media content and addressing complaints related to yellow journalism.
 - These bodies should have the power to investigate complaints, issue warnings, and impose appropriate sanctions when ethical standards are violated.
- **Public accountability mechanisms:** Media organizations should have clear mechanisms for addressing public complaints and feedback.
 - This can include establishing ombudsman offices or dedicated platforms to receive and address public concerns about unethical reporting practices.

Conclusion

Addressing yellow journalism requires a multi-faceted approach involving media organizations, journalists, regulators, educational institutions, and the public. By collectively promoting and upholding ethical journalism standards, it is possible to mitigate the negative impact of yellow journalism and foster a more responsible and reliable media landscape.

9.16 GLOSSARY

1. Perseverance:

- It is the ability to continue working towards a goal even in the face of difficulties or obstacles. It is the quality of staying committed to one's objectives and working tirelessly towards achieving them.
- **Example is the story of Sreedharan, the “Metro Man” of India.** Sreedharan was responsible for the construction of the Delhi Metro, which is one of the largest and most successful metro systems in the world. The project faced many challenges, but Sreedharan persevered and saw it through to completion.

2. Prudence:

- It refers to the quality of exercising sound judgment, caution, and practical wisdom in decision-making. It involves carefully considering available options, weighing potential risks and benefits, and making sensible choices based on thoughtful analysis.

- **Example is the story of S.R. Sankaran**, the former Chief Election Commissioner of India. Sankaran was known for his meticulous planning and his commitment to ensuring that elections were conducted fairly and transparently. He was also known for his willingness to take tough decisions, even when they were unpopular.

3. Self-Restraint:

- Self-restraint is the ability to control one's emotions, thoughts, and behaviours. It is the ability to resist temptation and act in a way that is in line with one's values.
- **Example** Civil servants are expected to be impartial and objective in their work, and they must be able to resist the temptation to let their personal biases influence their decisions. They must also be able to control their emotions in difficult situations, and they must be able to act in a professional manner at all times.



Glossary: Ethics Key Terms with Examples

ETHICS AND HUMAN INTERFACE

1. Ethics:

- It is the systematic study of human actions from the point of view of their rightfulness or wrongfulness, as a means for the attainment of ultimate happiness.
- **Examples:** Following rules, being Honest at work, being Loyal in relations, etc

2. Normative Ethics:

- Normative ethics includes a set of Moral Standards that determine Right or Wrong conduct. It is also called Prescriptive Ethics.
- **Examples;** Aristotle's Virtue Ethics, Immanuel Kant's Deontological Ethics, J. S. Mill's Utilitarianism or Consequentialism, and Bhagwat Gita's Nishkama Karma.

3. Virtue Ethics

- It aims to understand and live a life of Moral Character. It was given by Aristotle.
- **Example:** Building an Honourable and Moral character by practising 4 Cardinal Virtues of Plato like Courage, Temperance, Justice, Prudence, etc.

4. Meta-Ethics

- It refers to the study of the origin and meaning of Ethical Concepts. It is the study of what Ethical terms and theories refer to.
- Addressing questions like "What is the meaning of Moral Judgements or terms"?

5. Personal Ethics

- It is specific to a person and determines the person's moral standards and code of conduct.
- Mahatma Gandhi through his traits of honesty, sacrifice, truthfulness, and discipline is an embodiment of high personal ethics.

6. Professional Ethics

- It refers to the Moral Principles or Values that govern the way Businesses and Individuals engage in business activities.
- Companies not using the data collected from consumers without consent is an example of professional ethics.

7. Ethical Dilemma

- It is a situation when two Equally important Moral Values conflict with each other and the person has a dilemma of choosing one over the other.
- A civil servant works against a sand mining cartel (being honest, dutiful, etc.) despite repeated threats of harming his/her family (protecting the lives of others) from the cartel.

8. Bounded Ethicality

- It refers to the systemic and predictable ways in which people make decisions without realising the implications of their behaviour.
- Implicit Prejudice i.e., a person favouring Equality may discriminate based on Gender or Race unknowingly.

9. Ethical Fading

- It occurs when the Ethical Aspect of a decision disappears from view and a person focuses on other aspects of a decision more than its Ethicality. It helps minimise the guilt one feels by violating the Ethical Standards.
- The practice of Greenwashing by big corporations for profit.

10. Law

- It is a binding force and includes the set of Rules recognized by a particular country or community to regulate the behaviour of its citizens.
- Constitution of India, Laws enacted by the legislatures for the benefit of the people like POCSO, POSH, etc.

11. Rule

- It is generally the regulations or procedures that govern the conduct within a specific area of activity. It may be a binding force if it is linked to the statutory requirements
- Rules of conduct of business in the Houses of Parliament regulate the manner and procedure governing the proceedings of the House.

12. Utilitarianism

- It considers an action to be morally right if it is favourable to more people. The happiness of the

- greatest number of people is more important than the greatest happiness of one Individual.
- It was advocated by Jeremy Bentham (Quantitative Utilitarianism) and J.S.Mill (Qualitative Utilitarianism). Redistribution of income from rich to poor.

13. Harm Principle

- It states that people are free to act as per their wish as long as their actions do not harm other persons. It was given by J. S. Mill.
- Ensuring vaccination of persons during the spread of the pandemic to prevent harm to others.

14. Deontology

- Deontology is duty-based ethics. (It comes from the Greek word deon, meaning duty). It deals with the actions itself and not with the consequences of the actions. Promises must be kept as it is right to keep them irrespective of the consequences.
- Satyagraha and Ahimsa as Deontological Principles used by Gandhiji during Indian National Movement.

15. Morality

- It refers to the set of commitments acceptable to an Individual even when they are rejected by others. A Moralist may favour war even when others don't.
- Morality of a person may allow the person to appreciate or accept unmarried Mothers or Live-in-Relationships.

16. Hedonism

- It refers to giving the highest Moral Value to one's own Pleasure - by minimising pain, in terms of Ethical Philosophy. It is associated with the belief that Pleasure, or the absence of Pain, is the most important Principle in determining the morality of a potential course of action.
- A person indulges in reckless consumption of drugs only to derive pleasure.

17. Human Values

- They are Individual Principles or qualities that guide the judgement and behaviour of a person or a group.
- Ideas of Equality and Justice, etc.
- Showing Compassion towards living creatures such as animals can be an example of Human Value.

18. Altruism

- It refers to acting in the best interest of others rather than in one's own self-interest.
- Akshaya Patra Foundation provides free food to underprivileged Children.

19. Altruistic Cheating

- It refers to cheating for the welfare of others as it is easier for people to rationalise their wrongdoing

when it benefits others. It may or may not benefit the person him/herself.

- Spy keeping his identity secret to help his Country, helping a close friend cheat in the Exam.

20. Cognitive Bias

- The way a particular person understands events, facts, and other people, is based on their own particular set of beliefs and experiences and may not be reasonable or accurate.
- Stereotyping women as less competent for work due to motherhood responsibilities, Khap Panchayat legitimising Honour Killings.

21. Cognitive Dissonance

- It can also be referred to as a situation of mental discomfort when there is a conflict between one's Beliefs, Attitude, Values and Behaviour or Actions.
- An IPS Officer who believes in Non-Violence has to give orders of Lathi Charge to maintain Law and Order.

22. Confirmation Bias

- It establishes that people naturally favour information that confirms their previously existing beliefs.
- During the election campaign, people tend to look for information confirming their perspectives on different candidates while ignoring any information contradictory to their views.

23. Conformity Bias

- It is the tendency of people to behave like those around them rather than using their own personal judgement.
- Following a typical career path which is safer as per society, contributing to charity as others are doing it, conserving water, etc.

24. Incrementalism

- Incrementalism is the slippery slope that often causes people to slide unintentionally into unethical behaviour.
- Accounting fraud begins by fudging small numbers.

25. Moral Agent

- A Moral Agent has the ability to discern Right from Wrong and to be held accountable for his or her own actions.
- Ordinarily, human beings are considered as Moral Agents, while animals are not. Any adult with a sound mind can be considered as a Moral Agent while infants are not considered as moral agents.

26. Moral Muteness

- It occurs when people choose to stay silent even on observing Unethical Behaviour.
- Most people witness corruption but only a few have the courage to report it, Silence of People

on evil acts of Domestic Violence, Dowry, Child Marriage.

27. Moral Myopia

- It was coined by Minette Drumwright and Patrick Murphy and can be understood as the inability to see Ethical Issues clearly.
- Brazilian Government allowing deforestation activities in Amazon Rainforest for cattle Ranching and Soya bean Production

28. Moral Equilibrium

- It is the idea that deals with most people running a mental scoreboard where they compare their self-image as a good person with what they actually do. If they do something consistent with their positive self-image, they feel a surplus on the good side of the scoreboard.
- Donating to charity or on a crowdfunding platform makes us feel good about ourselves.

29. Moral Relativism

- It holds that there are no universal or absolute sets of Moral standards. They are Culturally defined. Though there may be a few values that seem nearly universal, such as honesty and respect, many differences appear across cultures when people evaluate moral standards around the world.
- LGBTQ+ People enjoy Rights in the USA, France etc but are outlawed in Bangladesh, Brunei, Afghanistan etc.

30. Moral Nihilism

- Moral Nihilism is the meta-ethical view that nothing is objectively morally right or morally wrong.
- It holds that there are no objective moral facts or true propositions - that nothing is morally good, bad, wrong, right, etc - because there are no moral truths. Moral Nihilism would say that killing someone might not be wrong but it would also not be right

31. Veil of Ignorance

- It helps people establish a Just and Fair Society as they are ignorant of their circumstances. As explained by John Rawls, we must imagine ourselves sitting behind a Veil of Ignorance that prevents us from knowing who we are. Principles of Justice should be free from bias and should evolve behind a Veil of Ignorance.
- Interviewers not knowing about the social status, caste etc of candidates before awarding marks in a job interview.

32. Benevolence

- It refers to the acts of mercy, kindness, generosity, charity, altruism, love, humanity and promoting the good of others.

- Amidst the Coronavirus Pandemic, a divyang beedi worker Janardhanan, from the Kannur district in Kerala had donated all of his life savings - ₹2 lakhs to the Chief Minister's Distress Relief Fund (CMDRF). He is now left with just ₹850.

33. Veracity

- It refers to the Moral Obligation of individuals to inform others of the truth.
- The doctor-Patient relationship, wherein the Doctor informs the Patient of the side effects of a particular treatment.

34. Humility

- It is the state of being Humble or keeping oneself free from Pride and Arrogance.
- Once during an event, Dr Kalam (Erstwhile President of India) refused to sit on a chair that was designated to him, because the Chair was larger in size than the other Chairs.

35. Gratitude

- It is a feeling of Gratefulness or Thankfulness towards something or someone.
- To be happy one must be thankful for the little things like family, friends, good health, job, etc.

ATTITUDE

1. Attitude

- It is a **psychological tendency** of evaluating a particular object either in **favour or disfavour**. It has **three components** namely- **Cognitive** (beliefs and thoughts), **Affective** (feeling or emotions), and **Behavioural** (tendency or predisposition).
- **Positive Attitude:** Forgiving, generous, grateful, hardworking, honest.
- **Negative Attitude:** Resentful, Pessimist, lazy, Selfish, Arrogant.
- A Civil Servant with a positive Attitude would Uphold Constitutional Ethos and Values like Compassion towards the Downtrodden.

2. Behaviour

- It is the way a person **conducts** oneself. Our behavior is **largely shaped by our Attitude**. A **positive attitude** manifests in **good Behaviour**. It is an individual's reaction to a particular action, person, or environment.
- Communication, Thinking, Motivation, etc are manifestations of behaviour.

3. Explicit Attitude

- It is also referred to as the "**Self Reported Attitude**". This Attitude is embedded in our **conscious cognition** or in simple words, the person involved is **aware** of his/her Attitude.

- **Explicit Attitude:** A football fan would like to mingle with a person wearing a Messi jersey in a gathering with strangers.

4. Implicit Attitude

- It is mostly governed by **past memories**, this Attitude is embedded in our **unconscious cognition**. It arises **unintentionally** due to our experiences.
- Involuntarily feeling uncomfortable around a person with a voice similar to that of an abusive partner.

5. Opinion

- It is an **individual's** thoughts or beliefs about something, whether good or bad. It can vary from person to person.
- There are conflicting opinions on the possession of **Nuclear Weapons, Historical Responsibility of Climate Change** in the Western and Eastern World.

6. Belief

- It is **being certain** about something that exists or is true. Belief is accepted, considered to be true, or held as an opinion by individuals.
- Beliefs may or may not have any solid proof.
- Theists believe in the existence of God while Atheists deny it.

7. Moral Attitude

- Moral attitudes are **inclusive of Moral judgements** (right and wrong) and depict the **Values** of a person. It is an ethical predisposition which distinguishes one person from another.
- Gandhiji's fundamental belief in Non-violence as a tool to combat injustice.

8. Social Attitude

- It is the **outlook of a person towards social entities** like society, culture, organisations, institutions, etc. It is shaped by **personal experiences and observations**. It can be learned predispositions.
- Generally, there is an unfavourable social attitude in many sections of society towards same-sex or inter-faith marriages.

9. Prejudice

- It is an **unreasonable dislike** towards a particular person or a group of persons and preferences. It is generally a **preconceived notion** devoid of any reason or logic.
- Prejudiced Behaviour with People of colour in Western Countries.

10. Stereotypes

- It is a **preconceived notion** about a specific group based on sex, gender identity, race and ethnicity, nationality, age, socioeconomic status, language, and so forth. It is embedded within social institutions and wider culture.
- Associating the colour pink with girls and blue with boys.

11. Political Attitude

- It is our **Attitude towards political objects** like political institutions, and leaders and is largely shaped by our **personality traits**.
- A person favouring **Freedom** and **Autonomy** would favour political parties with **Libertarian Ideology**.

12. Democratic Attitude

- It gives space to **differences of opinion** and appreciates the **participation of stakeholders**. In the case of public service, it ensures the **participation of people** at various stages of policy formulation and implementation.
- Anna Hazare, a social activist, in his fight for rural development, corruption depicted a democratic attitude.

13. Bureaucratic Attitude

- It refers to the Attitudes of Bureaucrats in the implementation of the schemes. It is generally characterized by **Red-Tapism, Top Down approach, and strict adherence to Norms** with no room for any flexibility towards anyone.
- Giving more importance to the procedure than the end result.

14. Moral Policing

- Also known as **Vigilantism**, it refers to actions by **Vigilant groups** to enforce a particular **Code of Conduct** in society.
- Female attire, considered a distraction for men, is subjected to moral policing in some societies.

15. Social Influence

- It is the **influence of outside factors mainly social groups** on the thoughts, feelings, and actions of an individual.
- On moving from a village to a city, a person may change his/her dressing sense under the influence of peer groups.

16. Persuasion

- It can be defined as an attempt to bring about a **change in the Attitude of a person**.
- **Swachh Bharat Mission** is persuading people to use toilets.

APTITUDE

1. Aptitude

- Aptitude refers to a person's natural ability or talent to acquire and apply new skills, knowledge, and abilities. It is often seen as a measure of a person's potential for success in a particular field or occupation.
- Sachin Tendulkar's Batting Aptitude made him a successful player of his generation.

2. Skills

- Skill is defined as the learned ability or expertise of effectively and efficiently performing a task or a set of tasks. Practice, experience, and training help in developing Skills.
- Technical or Hard skills are usually specific to a particular job or industry, while Soft Skills are interpersonal and more transferable and can be useful in many different contexts. Technical or Hard skills like Coding or Accounting.

3. Interest

- The natural inclination or liking for a particular activity, subject, or topic that motivates a person to pursue and engage in the same.
- Interest in playing football motivated players like Lionel Messi and Cristiano Ronaldo to aspire for Excellence.

4. Intelligence

- Intelligence is the outcome of a wide range of cognitive abilities like memory, creativity, logical reasoning, understanding, problem-solving, situational/spatial awareness, and learning from experience.
- Emotional Intelligence, i.e. the ability to experience/comprehend, express and control emotions.

5. Ability

- The natural or acquired competence to perform a particular activity or task is termed as Ability. Physical, Cognitive, or Behavioural are some of its types.
- Ability to Motivate People, Ability to Control Mob, Analytical Ability, etc.

6. Values

- Values are the Guiding Principles and Beliefs that shape an Individual's Behaviour, Decisions, and Attitudes. Values influence our perceptions of right and wrong, good and bad, and what is meaningful and fulfilling. Factors like Upbringing, Culture, Belief Systems, Education, and Personal Experiences all play their role in shaping Values for an individual. Values can also change over time as an individual's beliefs and perspectives evolve.
- Honesty, Respect, Responsibility, Compassion, Fairness, and Integrity.

7. Principles

- Principles are guiding concepts that help individuals and organisations make decisions, set priorities, and evaluate actions or outcomes.
- **Sustainability:** the principle of meeting current needs without compromising the ability of future generations to meet their own needs.
- **Fairness:** Equitable and just treatment for others.

8. Proficiency

- A greater degree of competence for efficient, effective, and accurate performance of a particular task or activity is termed as Proficiency. Proficiency results from focused extensive practice and experience.
- Language Proficiency, Proficiency in Coding, Mathematics, etc.

9. Achievement

- Achievement can be defined as the successful accomplishment of a goal or task. Skilled and focused effort and perseverance results in the attainment of a desired outcome which is termed as Achievement.
- Achievement leads to a sense of satisfaction, pride, and fulfillment, increased confidence, motivation, and higher self-esteem.
- Completing a project on time.
- Indian Cricket Team Winning the 1983 and 2011 World Cups created a sense of achievement in the whole Nation.

FOUNDATIONAL VALUES FOR CIVIL SERVICES

1. Integrity

- It is the quality of being Honest, having strong Moral principles unwilling to change.
- **Sir M Visvesvaraya:** Before accepting the position of Dewan of Mysore, he invited all his relatives for dinner. He told them very clearly that he would accept the prestigious office on the condition that none of them would approach him for favors. Such things are unheard of these days. It is said that he used to have 2 sets of candles. One was privately purchased which he used for his private work and the other, was provided by the government which he used only for official work.
- **Lal Bahadur Shastri:** On a visit to a textile mill as Prime Minister, when the owner offered to give him expensive sarees, Shastri insisted on buying and paying for only those he could afford.

2. Honesty

- It is the quality of standing by the truth or being truthful.

- **Raju Narayana Swamy**, Kerala Cadre, IAS is known for exposing corruption, even in the government, and has been transferred 20 times.

3. Impartiality

- It is the quality of being fair, or not being biased or partial towards anything or anyone.
- **Neelam Sanjiva Reddy** (6th President of India and twice Lok Sabha Speaker), was the first ever Speaker to quit his party on being Elected as a Speaker. He also conducted the proceedings so smoothly that not even once during his tenure, opposition staged a walkout.

4. Non-partisanship

- It refers to a lack of affiliation towards any political party or ideology. Non-Partisan media is one of the strongest pillars of Democracy.
- **Dr. A.P.J. Abdul Kalam** was looked up by the people and various political parties for his simple living and Non-Partisan Conduct.

5. Conflict of Interest

- When an individual or organization is faced with competing interests or loyalties that may interfere with their ability to act in a Fair, Impartial, Just or Objective manner, it is known as Conflict of Interest. It occurs when a person or organization has a personal, financial, or other interest that may conflict with their Professional or Ethical obligations.
- A Journalist who is reporting on a company in which they have a financial interest may be seen as biased or lacking Non-Partisanship.

6. Harmony

- Harmony refers to a state of peaceful coexistence or agreement among individuals or groups. It is a situation in which different elements or parts come together in a way that is pleasing, balanced, and mutually reinforcing.
- **Personal Harmony** is a sense of inner peace or balance, where an individual's thoughts, feelings, and actions are aligned and in sync.
- **Social Harmony** is a situation in which different cultural, ethnic, or religious groups coexist peacefully and respectfully.
- **Environmental Harmony** is a balance between human activities and the natural world, where the environment is preserved and protected.

7. Objectivity

- It refers to adhering to facts rather than one's own personal beliefs and feelings.
- Awarding contracts, Making appointments, and giving Rewards based on Merit and not on the basis of Favouritism.

8. Neutrality

- It is the state of not taking sides on any issue, conflict, or situation.
- Former Election Commissioner, **T N Seshan**, was known for his Neutrality and ushered in Electoral reforms.

9. Anonymity

- In terms of Public Service, it refers to staying behind the curtain. It is related to the concepts of Permanence and Neutrality in civil services.
- It is necessary that civil servants (Permanent Executives) give advice freely and without fear (Neutrality) to the Governments of different political parties. Several Doctors, Paramedics and Medical Staff have Anonymously contributed to the fight against the COVID-19 pandemic.

10. Dedication to Public Service

- It refers to the commitment of a public servant towards his/her duty to ensure the welfare of the public.
- S. R. Sankaran, IAS, was known as the People's Man as he led to the Abolition of Bonded Labour and did a lot for the welfare of marginalised communities.

11. Tolerance

- Tolerance is Respect, Acceptance, and Appreciation of the rich diversity of our world's Cultures, our forms of expression, and our ways of being human. (UNESCO).
- Ashoka through Dhamma and Akbar through Din-i-Ilahi preached tolerance towards all persons belonging to different faiths.

12. Acceptance

- It refers to accepting the circumstances of one's life, both misery and joy.
- Sports Players accept defeats and learn from those defeats.

13. Antipathy, Apathy, Sympathy

- **Antipathy:** It is the feeling of strong dislike or hostility towards someone or something.
- The Rohingya Genocide depicted the Antipathy towards the Minority groups in Myanmar.
- **Apathy:** It is the state of being indifferent towards someone or something. It is marked by the absence of concern, feeling, emotions, inclination, etc. towards something.
- The breakout of the Russia-Ukraine War indicates the Apathy of those in power towards the common people.
- **Sympathy:** It is the feeling of pity, sorrow, and compassion for someone's trouble. It can also be understood as agreeing to a particular issue

- The Candle Marches throughout the country post the Nirbhaya Incident showed Sympathy towards the victim and all women in general.

14. Empathy

- It is the ability to sense the emotions of others, look from the perspective of others, keeping oneself in their shoes.
- IAS Jitendra Kumar Soni on seeing some unprivileged kids going to school barefoot in harsh winters started the Charan Paduka Abhiyan and distributed shoes to them.

15. Compassion

- It is feeling the pain of others and wanting to help them in relieving their pain.
- Mother Teresa is regarded as an icon of compassion for her service towards the poor and downtrodden.

16. Sincerity

- Sincerity is the quality of being Honest, Genuine, and Truthful in one's thoughts, actions, and communication with others. It is a virtue that involves being Authentic, Transparent, and Straightforward in expressing oneself and in dealing with others. Sincerity may involve performing day-to-day activities with honesty.
- Coming to the office on time, Maintaining a record of all official transactions etc.

17. Perseverance

- Perseverance is the quality of continuing to pursue a goal or task despite challenges, obstacles, and setbacks. It involves a combination of determination, persistence, and resilience in the face of difficulties or failures. It is an important trait for achieving success in various fields.
- Thomas Edison continued, despite failing over 1000 times, in the invention of the light bulb.

18. Courage

- Courage is the quality of being brave, fearless, and willing to confront and overcome challenges, difficulties, or even danger.
- Standing up for what is right, taking risks when necessary to achieve a desired outcome, and countering fear are subject to Courage.

19. Fortitude

- Fortitude refers to a quality that enables us to face life's difficulties with courage, perseverance, and a deep sense of inner strength.
- A soldier with disturbed personal life facing dangerous situations and risking his life to protect his country and not giving up.

20. Responsiveness

- Responsiveness refers to the ability to respond quickly and appropriately to a situation, request, or stimulus.

- Shivdeep Waman Lande, the IPS officer of the 2006 batch arrested many Criminals, worked towards women's safety and took on the Pharmaceutical Mafia, took strong action against eve-teasers, and has been very easily accessible to the people. Received hundreds of messages every day and he made sure that each message is attended to.

21. Prudence

- Prudence refers to the quality of being careful, cautious, and wise in making decisions and taking action. Using good judgment and foresight to anticipate potential risks and avoiding hasty or impulsive decisions make one prudent.
- A professional shows prudence when she prioritises the quality of her work and upskills herself beforehand.

22. Temperance

- Temperance refers to the ability to exercise Self-Control and Moderation in one's behavior and avoid Impulsive Behaviour, especially when indulging. Temperance allows individuals to maintain balance and avoid extremes.
- An individual not indulging in harmful/useless activities either due to peer pressure or even otherwise.

23. Confidentiality

- Confidentiality refers to the practice/assurance of keeping sensitive or classified information, data, or knowledge private and preventing its disclosure to unauthorised individuals or unintended audiences.
- Non-disclosure of the identity of the victims of sexual crimes: the identity is protected so that they are not subjected to unnecessary ridicule, social ostracization and harassment.

24. Openness

- Openness refers to the state of being Transparent, Inclusive, and Accessible. Openness promotes a Culture of Trust, Accountability, and leads to social and economic development by increasing access to knowledge and opportunities, enhancing innovation, and creating more inclusive societies.
- Jansuchna Portal of Rajasthan Government promotes Openness

25. Selflessness

- Selflessness refers to the quality or state of being concerned more with the needs and well-being of others than with one's own. Selflessness can manifest itself in many different ways, including acts of kindness, generosity, patriotism and altruism.
- Brave Soldiers of India lay off their lives to protect their Motherland.

26. Accountability

- Accountability refers to the state of being responsible for one's actions, decisions, and performance and being answerable for the outcomes of those actions. It involves acknowledging and taking ownership of one's actions and being willing to explain and justify them if necessary.
- CAG is Accountable to Parliament for his/her Actions

27. Responsibility

- Responsibility refers to the willingness and ability to accept the consequences of one's choices and to fulfill the duties and expectations associated with a particular role, position, or situation.
- Corporate Firm's Corporate Social Responsibility

28. Fiduciary Duty

- Fiduciary Duty refers to a legal obligation that one party has to act in the best interest of another party. The party with the fiduciary duty is called the fiduciary, and the party to whom the duty is owed is called the beneficiary.
- The Fiduciary Duty of a Civil Servant refers to their obligation to act in the best interests of the public and to use their powers and resources in a Responsible and Accountable manner.

29. Diffusion of Responsibilities

- Diffusion of responsibilities, also known as the Bystander Effect, is a social phenomenon in which individuals are less likely to take responsibility for their actions or intervene in an emergency situation when others are present. It can occur due to social norms, group conformity, and a lack of personal responsibility, among other factors.
- If a group of friends witness someone being bullied, they may be less likely to intervene if they each assume that someone else in the group will do it instead.

30. Discipline

- Discipline refers to a set of Rules or a Code of Conduct that one follows in order to achieve a certain goal or maintain a certain standard and balance. It is the practice of Self-Control and the ability to adhere to the accepted Rules or Standards even when faced with distractions.
- Discipline is the backbone of the Indian army. Through discipline, it has maintained order and excellence over the years.

31. Character

- Character defines a person's Moral and Ethical Identity as a result of certain qualities, values, and traits that one possesses.

- People in positions of power follow the code of ethics and not misusing their position.

32. Rationality

- Rationality refers to the ability to think critically, weigh different options, and make informed decisions in a logical and reasoned way i.e. based on evidence and facts.
- People choose jobs that are more in sync with their skills and interests over jobs that pay more.

EMOTIONAL INTELLIGENCE

1. Emotions

- Emotions are complex psychological and physiological responses generated due to either some external stimulus or internal thoughts and feelings. Emotions are not inherently good or bad, but rather they are natural and necessary aspects of our mental and physical well-being. Emotions can be positive or negative and can range in intensity from mild to intense.
- Some common positive emotions are happiness, contentment, and excitement, while anger, fear, and sadness are common negative emotions.

2. Emotional Intelligence

- It refers to the ability to experience/comprehend, express and control emotions, maintaining composure during stressful activities or in tense situations.
- Chasing a target during a game, keeping calm, and remaining focussed on the workplace despite disturbance in personal life.

3. EQ vs IQ

- IQ or Intelligence Quotient is an intelligence test score. The test is aimed at assessing a person's cognitive capacity for thinking and reasoning.
- EQ or Emotional Quotient is defined as a person's capability of identifying his own and another person's emotions. Emotional intelligence measures a person's ability to perceive, control, evaluate, and express emotions.
- **IQ or Intelligence Quotient:** It is the measure of cognitive abilities which involves processing, knowledge, memory, and reasoning. It affects academics, expertise, critical thinking, and logic.
- **EQ or Emotional Quotient:** It refers to the measure of emotional competency. It involves identifying, controlling, and using emotions in the best and most effective manner.
- It affects motivation, empathy, relationships, self-awareness, and self-control. In a scenario where two individuals are applying for a high-pressure

job, one has a distinguished IQ i.e she possesses greater cognitive capacity and skills but gets easily frustrated under pressure while the other one has an IQ that is comparable to many but her high EQ makes her more suitable to the job.

4. Social Intelligence

- It is the ability to understand and navigate social situations and interactions effectively. It involves being aware of and sensitive to the emotions, needs, and perspectives of others, and being able to use that understanding to interact with others in a positive and constructive way.
- A team leader notices that one of their team members seems to be upset and distracted during a meeting. Rather than ignoring the behavior or becoming critical, the leader takes the team member aside after the meeting and asks if everything is okay. The leader listens attentively and offers support and encouragement, which helps the team member feel heard and valued.

5. Interdependence

- Interdependence is defined as a relationship between two or more entities in which each entity depends on the other(s) for support, cooperation, or mutual benefit. Individuals, groups, or systems that are interconnected and influenced by each other's activities and presence are said to be interdependent.
- **Governance:** Different ministries and departments depend on each other for functional and technical support for the smooth operation of service delivery.
- **Social Setups:** A situation in which different groups or communities depend on each other for resources, services, or protection.
- **Economics:** A situation in which markets, countries, or regions rely on each other for trade, investment, or technology transfer.

ETHICAL GOVERNANCE

1. Ethical Governance

- It refers to the set of Rules, Practices, and Processes driven by Moral principles like Probity, Honesty, Integrity, Transparency, etc.
- CPGRAMS Portal of Union Government and Sampark Portal of Rajasthan Government for Effective Grievance Redressal.

2. Conscience

- It is an individual judgment regarding the morality of one's actions. It creates a sense of guilt for committing something wrong and pride for right.

- A BSF jawan in Jaipur, Jitendra Singh refused to accept a dowry worth Rs 11 lakh and instead, took Rs 11 and coconut as a token.

3. Corporate Governance

- It is the set of rules, practices, and processes that are used to govern or manage a company. According to the Cadbury Committee, corporate governance is the "system by which companies are directed and controlled."
- Warren Buffett is known for his Ethical Business Strategy based on the 3 Ps- Principal, Purpose, and People.

4. Red Tapism

- It refers to the excessive adherence to the rules or procedures that not only makes the task complex but also delays the result or outcome.
- A complicated taxation structure and procedure of filing.

5. Nepotism

- It refers to the misuse of one's power or position to extend an unfair advantage to a closed one.
- A political leader appoints his son as the president of the party instead of internal elections and fair chance to other party members.

PROBITY

1. Probity

- Probity refers to a strong commitment to Honest, Ethical, and Moral Conduct. It refers to a person's or an organisation's adherence to high standards of Integrity, Transparency, and Accountability in their actions and decision-making. A Public Official with probity would act in the public interest, be transparent about their financial dealings, and avoid conflicts of interest.
- A Journalist who adheres to Probity would report the truth and be transparent about their sources of information. They would avoid sensationalism and bias, and ensure that their reporting is accurate and fact-based.

2. Transparency

- Transparency refers to the Principle of Openness and Honesty in all types of human interactions and communication, whether it is in personal relationships, business, or government. It involves being open and truthful about one's actions, intentions, and motivations, and providing access to information and processes that affect others. Transparency is an important principle for promoting Honesty, Trust, and Accountability in all areas of human interaction.

- A social media platform that is transparent would publicly disclose its content moderation policies, so users know what is allowed and what is not.

3. Code of Ethics

- A code of ethics is a set of guidelines or principles that outlines the ethical standards and expectations for behaviour of an individual, organisation, or profession. It provides a framework for ethical decision-making and helps to promote integrity, professionalism, and accountability.
- The Medical Council of India (MCI) Code of Ethics and Regulations sets Ethical Standards for physicians in India, including principles such as maintaining the dignity and honour of the medical profession, prioritising the well-being of the patient, and avoiding conflicts of interest.

4. Code of Conduct

- Code of Conduct is a set of Guidelines or Principles that outlines acceptable behaviour for individuals or organisations. It may also address issues such as conflicts of interest, confidentiality, and compliance with laws and regulations. Many organisations and professions have their own Codes of Conduct, which are often enforced through disciplinary actions or other consequences for violations.
- The Securities and Exchange Board of India (SEBI) has a Code of Conduct for its employees that outlines the ethical and professional standards to be followed.

5. Citizen's Charter

- A Citizen's Charter is a document that outlines the commitments made by a government or public service provider to its citizens or customers. The charter sets out the standards of service that can be expected from the organisation, including the quality and level of service, the time it takes to complete tasks, and the accessibility of services. It is a tool for citizens to hold public service providers accountable for their actions and to demand better services.
- Citizen's Charters of various Ministries and Departments of Government.

6. Corruption

- Corruption is a form of dishonest or unethical behaviour that involves the abuse of power for

personal gain. Corruption can take many forms, including bribery, embezzlement, nepotism, and fraud.

- **2G Spectrum Scam 2008:** This case involved the alleged irregularities in the allocation of 2G spectrum licenses by the Ministry of Communications and Information Technology.

7. Trustworthiness

- The quality of being Honest, Sincere, at all times which makes a person Reliable.
- The rampant spread of Fake News and Rumours has reduced the trustworthiness of Social Media.

8. Discrimination

- It is the unfair and prejudicial treatment of a person or group on the basis of their race, sex, caste, etc.
- Racial discrimination- Mahatma Gandhi was thrown out of the first class compartment in a train due to his skin colour.

9. Preferential Treatment

- It refers to the concession or the privilege granted to certain persons or groups of persons thereby making certain benefits more accessible to them.
- Preferential treatment is given to persons **with disability** to help them access public facilities with ease.

10. Common Good

- It refers to those facilities which benefit the society at large and are naturally shared by all the members of a community.
- Public transportation and recreational facilities, the judicial system, civil liberties like the freedom of speech and the freedom of association, clean air and clean water; and national defence.

11. Falsehood

- A non-true or inaccurate statement or assertion can be termed as Falsehood. Intentionally or unintentionally the claim in the statement could be misleading or deceptive like lies, rumours, misconceptions, and misrepresentations.
- Advertisers, many times, make false/exaggerated claims about their products in order to increase sales.



Appendix

UPSC CSE MAINS - 2023

Section A

- 1a.** What do you understand by 'moral integrity' and 'professional efficiency' in the context of corporate governance in India? Illustrate with suitable examples.
- 1b.** 'International aid' is an accepted form of helping resource-challenged nations. Comment on 'ethics in contemporary international aid'. Support your answer with suitable examples.
- 2a.** "Corruption is the manifestation of the failure of core values in the society." In your opinion, what measures can be adopted to uplift the core values in the society?
- 2b.** In the context of the work environment, differentiate between 'coercion' and 'undue influence' with suitable examples.
- 3a.** "The simplest acts of kindness are by far more powerful than a thousand heads bowing in prayer." - Mahatma Gandhi.
- 3b.** "To awaken the people, it is the women who must be awakened. Once she is on the move, the family moves, the village moves, the nation moves." - Jawaharlal Nehru.
- 3c.** "Do not hate anybody, because that hatred that comes out from you must, in the long run, come back to you. If you love, that love will come back to you, completing the circle." - Swami Vivekananda.
- 4a.** What really matters for success, character, happiness and lifelong achievements is a definite set of emotional skills - your EQ-not just purely cognitive abilities that are measured by conventional IQ tests. Do you agree with this view? Give reasons in support of your answer.
- 4b.** Differentiate 'moral intuition' from 'moral reasoning' with suitable examples.
- 5a.** Is conscience a more reliable guide when compared to laws, rules and regulations in the context of ethical decision-making ? Discuss.
- 5b.** Probity is essential for an effective system of governance and socio-economic development.' Discuss.

6a. What were the major teachings of Guru Nanak? Explain their relevance in the contemporary world.

6b. Explain the term social capital. How does it enhance good governance?

Section B

- 7.** You are working as an executive in a nationalised bank for several years. One day one of your close colleagues tells you that her father is suffering from heart disease and needs surgery immediately to survive. She also tells you that she has no insurance and the operation will cost about 10 lakh. You are also aware of the fact that her husband is no more and that she is from a lower middle class family. You are empathetic about her situation. However, apart from expressing your sympathy, you do not have the resources to fund her. A few weeks later, you ask her about the well-being of her father and she informs you about his successful surgery and that he is recovering. She then confides in you that the bank manager was kind enough to facilitate the release of 10 lakh from a dormant account of someone to pay for the operation with a promise that it should be confidential and be repaid at the earliest. She has already started paying it back and will continue to do so until it is all returned.
- What are the ethical issues involved ?
 - Evaluate the behaviour of the bank manager from an ethical point of view.
 - How would you react to the situation?

- 8.** A landslide occurred in the middle of the night on 20th July, 2023 in a remote mountain hamlet, approximately 60 kilometres from Uttarkashi. The landslide was caused by torrential rains and has resulted in large-scale destruction of property and life. You, as District Magistrate of that area, have rushed to the spot with a team of doctors, NGOs, media and police along with numerous support staff to oversee the rescue operations. A man came running to you with a request for urgent medical help for his pregnant wife who is in labour and is losing blood. You directed your medical team to examine his wife. They return and convey to you that this woman needs blood transfusion immediately. Upon enquiry, you come to know that a few blood collection bags and

blood group test kits are available in the ambulance accompanying your team. Few people of your team have already volunteered to donate blood. Being a physician who has graduated from AIIMS, you know that blood for transfusion needs to be procured only through a recognized blood bank. Your team members are divided on this issue; some favour transfusion, while some others oppose it. The doctors in the team are ready to facilitate the delivery provided they are not penalized for transfusion. Now you are in a dilemma. Your professional training emphasizes on prioritising service to humanity and saving lives of individuals.

- What are the ethical issues involved in this case?
 - Evaluate the options available to you, being District Magistrate of the area.
- 9.** At 9 pm on Saturday evening, Rashika, a Joint Secretary, was still engrossed in her work in her office. Her husband, Vikram, is an executive in an MNC and frequently out of town in connection with his work. Their two children aged 5 and 3 are looked after by their domestic helper. At 9:30 pm her superior, Mr. Suresh calls her and asks her to prepare a detailed note on an important matter to be discussed in a meeting in the Ministry. She realises that she will have to work on Sunday to finish the additional task given by her superior. She reflects on how she had looked forward to this posting and had worked long hours for months to achieve it. She had kept the welfare of people uppermost in discharging her duties. She feels that she has not done enough justice to her family and she has not fulfilled her duties in discharging essential social obligations. Even as recently as last month she had to leave her sick child in the nanny's care as she had to work in the office. Now, she feels that she must draw a line, beyond which her personal life should take precedence over her professional responsibilities. She thinks that there should be reasonable limits to the work ethics such as punctuality, hard work, dedication to duty and selfless service.
- Discuss the ethical issues involved in this case.
 - Briefly describe at least four laws that have been enacted by the Government with respect to providing a healthy, safe and equitable working environment for women.
 - Imagine you are in a similar situation. What suggestions would you make to mitigate such working conditions?

- 10.** Vinod is an honest and sincere IAS officer. Recently, he has taken over as Managing Director of the State Road Transport Corporation, his sixth transfer in the past three years. His peers acknowledge his vast knowledge, affability and uprightness. The Chairman of the State Road Transport Corporation is a powerful

politician and is very close to the Chief Minister. Vinod comes to know about many alleged irregularities of the Corporation and the high-handedness of the Chairman in financial Matters. A Board Member of the Corporation belonging to the Opposition Party meets Vinod and hands over a few documents along with a video recording in which the Chairman appears to be demanding bribe for placing a huge order for the supply of QMR tyres. Vinod recollects the Chairman expediting clearing of pending bills of QMR tyres. Vinod confronts the Board Member as to why he is shying away from exposing the Chairman with the so-called solid proof he has with him. The member informs him that the Chairman refuses to yield to his threats. He adds that Vinod may earn recognition and public support if he himself exposes the Chairman. Further, he tells Vinod that once his party comes to power, Vinod's professional growth would be assured. Vinod is aware that he may be penalized if he exposes the Chairman and may further be transferred to a distant place. He knows that the Opposition Party stands a better chance of coming to power in the forthcoming elections. However, he also realizes that the Board Member is trying to use him for his own political gains.

- As a conscientious civil servant, evaluate the options available to Vinod.
- In the light of the above case, comment upon the ethical issues that may arise due to the politicization of bureaucracy.

- 11.** You have just been appointed as Additional Director General of Central Public Works Department. The Chief Architect of your division, who is to retire in six months, is passionately working on a very important project, the successful completion of which would earn him a lasting reputation for the rest of his life. A new lady architect, Seema, trained at Manchester School of Architecture, UK joined as Senior Architect in your division. During the briefing about the project, Seema made some suggestions which would not only add value to the project, but would also reduce completion time. This has made the Chief Architect insecure and he is constantly worried that all the credit will go to her. Subsequently, he adopted a passive and aggressive behaviour towards her and has become disrespectful to her. Seema felt it embarrassing as the Chief Architect left no chance of humiliating her. He would very often correct her in front of other colleagues and raise his voice while speaking to her. This continuous harassment has resulted in her losing confidence and self-esteem. She felt perpetually tensed, anxious and stressed. She appeared to be in awe of him since he has had a long tenure in the office and has vast experience in the area of her work. You are aware of her outstanding academic credentials

and career record in her previous organisations. However, you fear that this harassment may result in compromising her much needed contribution in this important project and may adversely impact her emotional well-being. You have also come to know from her peers that she is contemplating tendering her resignation.

- What are the ethical issues involved in the above case?
- What are the options available to you in order to complete the project as well as to retain Seema in the organization?
- What would be your response to Seema's predicament? What measures would you institute to prevent such occurrences from happening in your organization?

12. You hold a responsible position in a ministry in the government. One day in the morning you received a call from the school of your 11-year-old son that you are required to come and meet the Principal. You proceed to the school and find your son in the Principal's office. The Principal informs you that your son had been found wandering aimlessly in the grounds during the time classes were in progress. The class teacher further informs you that your son has lately become a loner and did not respond to questions in the class, he had also been unable to perform well in the football trials held recently. You bring your son back from the school and in the evening, you along with your wife try to find out the reasons for your son's changed behaviour. After repeated cajoling, your son shares that some children had been making fun of him in the class as well as in the WhatsApp group of the students by calling him stunted, duh and a frog. He tells you the names of a few children who are the main culprits but pleads with you to let the matter rest. After a few days, during a sporting event, where you and your wife have gone to watch your son play, one of your colleague's son shows you a video in which students have caricatured your son. Further, he also points out to the perpetrators who were sitting in the stands. You purposefully walk past them with your son and go home. Next day, you find on social media, a video denigrating you, your son and even your wife, stating that you engaged in physical bullying of children on the sports field. The video became viral on social media. Your friends and colleagues began calling you to find out the details. One of your juniors advised you to make a counter video giving the background and explaining that nothing had happened on the field. You, in turn posted a video which you have captured during the sporting event, identifying the likely perpetrators who were responsible for your son's predicament. You have also narrated what has actually happened in the field and

made attempts to bring out the adverse effects of the misuse of social media.

- Based on the above case study, discuss the ethical issues involved in the use of social media.
- Discuss the pros and cons of using social media by you to put across the facts to counter the fake propaganda against your family.

UPSC CSE MAINS - 2023

Model Answers

1a. What do you understand by 'moral integrity' and 'professional efficiency' in the context of corporate governance in India? Illustrate with suitable examples.

Ans:

Introduction

Corporate governance refers to the framework of principles, practices, and regulations that guide business management. In this context, 'moral integrity' represents an unwavering commitment to ethical conduct, honesty, and the preservation of moral values throughout an organization. Conversely, 'professional efficiency' pertains to the competence and effectiveness of an organization's leadership in carrying out its responsibilities, making informed and efficient decisions to achieve organizational goals. **The Tata Group exemplifies these principles.**

Body

Moral Integrity in the Context of Corporate Governance in India:

- **Whistleblower Protection:** In the Indian context of corporate governance, moral integrity includes protecting whistleblowers, fostering an environment where employees feel safe to expose wrongdoing. **Ex the Companies Act, 2013, provides legal protection to whistleblowers.**
- **Shareholder Rights Protection:** Moral integrity extends to protecting shareholder rights, ensuring fair treatment, equal access to information, and safeguarding against conflicts of interest. **Ex the "Say on Pay" provision in India gives shareholders the right to approve executive compensation packages, promoting transparency and accountability in corporate governance.**
- **Independent Board Oversight:** Corporate governance in India involves the inclusion of independent directors on corporate boards who can impartially assess company actions and provide ethical guidance, thereby reinforcing moral integrity. **For instance, SEBI requires that a certain percentage of board members be independent directors to ensure checks and balances in decision-making.**

- Sustainable Practices:** Moral integrity in corporate governance helps to adopt sustainable and socially responsible business practices that benefit not only the company but also the broader community and environment. **For instance, the Tata Group's commitment to sustainability and corporate social responsibility, like the Tata Sustainability Group, reflects their dedication to moral integrity in business operations.**
- Code of Ethics Implementation:** Within the framework of Indian corporate governance, moral integrity is exemplified by the establishment of a code of ethics that guides individuals' conduct within a company, emphasizing qualities like honesty, transparency, and ethical behavior. **For instance, SEBI mandates listed Indian companies to develop a code of conduct for board members and senior management, ensuring ethical decision-making.**

Professional Efficiency in the Context of Corporate Governance in India:

- Effective Decision-Making:** In the realm of corporate governance in India, professional efficiency hinges on leaders making well-informed and timely decisions that benefit the organization. **An example is the Tata Group's swift response to the 2008 financial crisis, which helped the conglomerate weather the economic storm.**
- Resource Allocation:** Professional efficiency leads to efficient allocation of resources, including capital, labor, and assets. **Companies like Infosys exemplify this by strategically investing in research and development to enhance their technological capabilities within the framework of corporate governance.**
- Risk Management:** Professional efficiency also extends to an organization's ability to identify, assess, and mitigate risks effectively. **HDFC Bank, for instance, maintains stability in India's volatile financial sector through robust risk management practices.**
- Transparent Reporting:** Timely and accurate financial reporting is essential in corporate governance. **Reliance Industries' transparent accounting practices serve as a model of professional efficiency in this context.**
- Ethical Conduct:** Upholding ethical standards is paramount for organizations in India's corporate governance landscape. **The Aditya Birla Group's strong ethical framework guides its operations, reinforcing its professional efficiency in corporate governance.**

Conclusion

In conclusion, 'moral integrity' and 'professional efficiency' in the context of corporate governance in India represent an unwavering commitment to ethical conduct and the competence of leadership in making informed decisions. It is imperative for companies to incorporate these values into their practices as an integral part of sustainable development, ensuring not only their own success but also contributing to the betterment of society and the environment.

Extra Edge

Interrelation between Moral Integrity and Professional Efficiency:

- Synergic Relationship:** Moral integrity and professional efficiency work in tandem to create a corporate environment that supports sustainable growth. **Mahindra & Mahindra demonstrate this interrelation by integrating sustainable practices into their business model.**
- Ethical Leadership:** Ethical leadership serves as a guiding force that enables a company to achieve professional efficiency while upholding moral integrity. **Infosys, under the leadership of N. R. Narayana Murthy, is a notable example.**
- Trust and Reputation:** Moral integrity and professional efficiency mutually reinforce trust and reputation. **For instance, the Tata Group's enduring ethical commitment and community development efforts have built a trustworthy reputation, fostering efficient operations and enduring success.**
- Conflict Resolution and Decision-Making:** The nexus of moral integrity and professional efficiency is pivotal in conflict resolution and decision-making, aligning business efficiency with values of integrity and fairness. **Johnson & Johnson's swift and costly recall of Tylenol during the 1980s poisoning crisis illustrates this.**

- 1b.** International aid' is an accepted form of helping resource-challenged nations. Comment on '**ethics in contemporary international aid**'. Support your answer with suitable examples.

Ans:

Introduction

International aid refers to the assistance provided by one country or international organization to another country facing various challenges, **exemplified by India's contribution of INR nearly 96 crore to Nepal for post-earthquake assistance in 2015**. However, the ethics surrounding international aid have become increasingly important in contemporary scenario, as ensuring aid

is delivered and utilized ethically is essential to its effectiveness and the well-being of recipient nations.

Body

Ethical Foundations of International Aid:

- Humanitarian Assistance:
 - **Altruism:** Altruism, a fundamental ethical foundation of international aid, emphasizes selfless concern for the welfare of others. **A prime example is the global response to the 2004 Indian Ocean earthquake and tsunami.**
 - **Global Solidarity:** The principle of global solidarity underscores the shared responsibility of the international community in assisting nations facing challenges. **An excellent illustration is the establishment of COVAX for equitable access to COVID-19 vaccines.**
- Developmental Assistance:
 - **Capacity Building:** Capacity building, a critical ethical foundation, emphasizes empowering nations to become self-sufficient and resilient. **The Marshall Plan post World War II exemplified this principle by focusing on long-term recovery of Europe.**
 - **Education and Health:** The ethical imperative to enhance education and healthcare is paramount in international aid efforts. **This is exemplified by agencies like UNICEF, which actively promote education, and the Bill & Melinda Gates Foundation, which has made significant contributions to improving healthcare around the world.**
- **Ecological Sustainability:** With growing environmental concerns, international aid increasingly includes projects for sustainable development and environmental conservation. **An example is the Green Climate Fund, which supports projects that mitigate the impacts of climate change in vulnerable countries.**

Ethical Issues and Criticisms:

- Conditional Aid:
 - **Political Manipulation:** International aid often faces criticism for being influenced by political motives rather than solely addressing humanitarian needs. **For instance, U.S. aid to Central American countries has been accused of prioritizing political interests over the welfare of the recipients.**
 - **Economic Dependencies:** Certain forms of aid have inadvertently created economic dependencies rather than promoting self-sufficiency. **Haiti, despite receiving substantial aid, continues to struggle with economic hardships,**

demonstrating increased dependence on external assistance.

- **Corruption:** Inequitable distribution of aid has often resulted in corruption, where funds intended for relief and development are embezzled or misappropriated. **In the case of Haiti's earthquake relief efforts in 2010, corruption within the aid distribution system hindered effective relief efforts.**
- **Armed Conflicts:** Aid can also be misused to fuel armed conflicts, as seen in cases where humanitarian assistance inadvertently supports warring factions rather than benefiting the affected populations. Such misuse can have severe ethical implications for international aid efforts.

Conclusion

The ethical dimensions of international aid are complex and multifaceted, highlighting the need to strike a balance between noble intentions and potential pitfalls. This balance is paramount to ensuring that international aid better serves its intended purpose while upholding the principles of fairness, compassion, and global environmental responsibility.

2a. "Corruption is the manifestation of the failure of core values in the society." In your opinion, what measures can be adopted to uplift the core values in the society?

Ans:

Introduction

Corruption involves the misuse of power, authority, or resources for personal gain, often violating ethical principles and values. In contrast, core values represent fundamental beliefs and guiding principles reflecting the central priorities and ethical standards. **For example, integrity is a core value directly opposing the corrupt practice of embezzlement.**

Body

Corruption as the Manifestation of the Failure of Core Values in Society:

- **Erosion of Integrity:** The decline in personal integrity can lead to corrupt practices, as individuals compromise their ethical principles for personal gain. **The Enron scandal illustrates how a lack of integrity among top executives can result in dishonest and unethical behavior.**
- **Disregard for Rule of Law:** Corruption often involves powerful individuals manipulating legal processes to protect their interests, undermining the core value of the rule of law. **The Brazilian Car Wash operation is a clear example of how corruption can infiltrate legal systems.**
- **Neglect of Accountability:** A lack of accountability in society allows corruption to thrive without consequences, as individuals and institutions evade

responsibility for their actions. The Volkswagen emissions scandal is a case where a lack of accountability allowed corrupt practices to persist.

- **Loss of Trustworthiness:** When trustworthiness erodes, it can lead to corruption as people lose faith in legal and ethical processes. Transparency International's Corruption Perceptions Index demonstrates the connection between corruption levels and the erosion of public trust in institutions.
- **Disregard for Fairness:** Corruption often results in unfair advantages and disparities in society, undermining the core value of fairness. The Panama Papers leak reveals how corrupt practices can allow a select few to accumulate wealth at the expense of others, illustrating how corruption is a manifestation of the failure of this core value.

Measures to Uplift Core Values in Society:

- **Education and Awareness:** Emphasize values-based education from an early age, as demonstrated in Finland where ethics education is integrated into the curriculum, teaching students about societal values, ethical decision-making, and critical thinking.
- **Strong Legal Framework:** Ensure comprehensive anti-corruption laws with severe penalties, backed by an independent judiciary and anti-corruption agencies, akin to Singapore's Corrupt Practices Investigation Bureau (CPIB), known for its swift and effective prosecution of corruption cases.
- **Transparency and Accountability:** Promote transparency and accountability through open data initiatives, like Norway's practice of publishing all government contracts online, ensuring transparency and accountability in public procurement processes.
- **Whistleblower Protection:** Establish a safe environment for whistleblowers with legal protection and incentives, as seen in India with the Whistleblowers Protection Act, 2014, which encourages individuals to expose corruption.

- **Ethical Leadership:** Foster integrity in public and private sectors through ethical leadership, setting high moral standards. Notable examples include Dr. Mariazeena Johnson, Chancellor of Sathyabama Institute of Science and Technology, as a beacon of ethical leadership in the Indian business world.
- **Civil Society Engagement:** Empower NGOs and watchdog groups to monitor government activities, advocate for transparency, and mobilize public opinion against corruption, as exemplified by the Ghana Integrity Initiative, engaging citizens in monitoring public services and advocating for anti-corruption reforms.
- **Use of Technology:** Leverage technology to reduce opportunities for corruption, such as implementing e-government initiatives and blockchain for transparency, to modernize and streamline processes while minimizing corrupt practices.

Conclusion

The deterioration of core values within society creates an ideal environment for corruption to thrive. Nevertheless, collaborative efforts from all sectors—governments, businesses, civil society, and individuals—hold the key to eradicating corruption and nurturing a culture that champions integrity and transparency, thereby securing a fairer and more equitable future.

- 2b.** In the context of the work environment, differentiate between 'coercion' and 'undue influence' with suitable examples.

Ans:

Introduction

In the workplace, coercion employs force or intimidation, while undue influence manipulates trust, both leading to unfair control over decision-making. These behaviours result in abusive management, eroding trust, hindering communication, and fostering an unhealthy work environment. For example, a supervisor coercing employees into unpaid overtime or using undue influence for personal gain undermines a healthy work environment.

Body

Differences between 'Coercion' and 'Undue Influence' within a Work Environment:

Aspect	Coercion	Undue Influence
Definition	The act of forcing someone to act in an involuntary manner through the use of threats, intimidation, or some other form of pressure	The subtle act of manipulating someone, exploiting a position of power to sway decisions or behaviours
Characteristic	Often involves overt threats and a clear display of power imbalance	More subtle and might involve psychological manipulation and a misuse of power and authority
Legal Aspect	Covered under laws protecting employees from harassment and hostile work environments.	Might not always involve clearly illegal actions but can still fall under the purview of workplace ethics and laws regarding abuse of power.

Aspect	Coercion	Undue Influence
Manifestation	Can manifest as bullying, harassment, or violence in the workplace.	Generally manifests as manipulation, persuasion, and exploitation of power dynamics
Impact	Creates a hostile work environment impacting the mental well-being of employees.	Can lead to a stressful work environment with employees feeling pressured and manipulated
Ethical Considerations	Raises serious ethical concerns as it involves a violation of individual autonomy and consent	Ethically questionable as it undermines the autonomy of individuals through subtle manipulation
Examples	<ul style="list-style-type: none"> • Forcing an employee to work overtime regularly under the threat of termination. • Sexual harassment cases where individuals are forced into unwanted situations. 	<ul style="list-style-type: none"> • A manager subtly suggesting that helping them with personal errands might be favourable for the employee's career. • Using one's influence to sway performance appraisals and promotions unduly.

Conclusion

The distinction between 'coercion' and 'undue influence' in the workplace is pivotal for nurturing a healthy and ethical work environment. By embracing comprehensive policies, ensuring whistleblower protection, setting up ethics hotlines, and investing in leadership development, we can lay the foundation for cultivating an atmosphere characterised by profound respect and unwavering integrity.

3a. "The simplest acts of kindness are by far more powerful than a thousand heads bowing in prayer." - Mahatma Gandhi

Ans:

Introduction

Mahatma Gandhi, a towering figure in the history of India's struggle for independence, was not only a political leader but also a philosopher of peace and non-violence. In the quote mentioned above, he imparts a profound wisdom that transcends the boundaries of religion and speaks to the universal power of compassion and kindness.

Body

The Power of Simple Acts of Kindness:

- **Promoting Empathy and Connection:** Simple acts of kindness, such as regularly visiting an elderly neighbor to chat and help with chores, not only ease their loneliness but also foster empathy and a stronger sense of community.
- **Enhancing Mental Well-being:** Engaging in acts of kindness, like volunteering at local shelters, has been linked to improved mental health. Volunteers often report reduced stress levels and increased satisfaction with life.
- **Creating Positive Social Ripples:** Simple acts of kindness, such as paying for a stranger's coffee in a drive-thru, can set off a chain reaction of goodwill. This inspires others to perform kind acts, creating a positive "pay it forward" trend

- **Fostering Inclusivity and Harmony:** Kindness transcends boundaries and promotes inclusivity by bringing people of diverse backgrounds together. For instance, participating in a neighborhood potluck dinner encourages inclusivity and builds harmony among community members.
- **Fulfilling Moral Duty:** Engaging in simple acts of kindness allows individuals to fulfill their moral duty towards others. For instance, when someone stops to help a stranded motorist on the roadside, they are fulfilling their moral responsibility to assist someone in need.

Practical Implications and Applications:

- Educational Settings:
 - **Kindness Curriculum:** Incorporating kindness curriculums in schools, such as the "Random Acts of Kindness" program, can foster empathy and compassion among students.
 - **Anti-bullying Campaigns:** Educational institutions can combat bullying through kindness and understanding. An example is the "Buddy Bench" initiative, where a designated bench on the playground allows students to signal that they need a friend, promoting inclusivity and kindness in schoolyards.
- Corporate Ethics:
 - **Philanthropy:** Businesses can actively apply kindness through philanthropic efforts, for example Microsoft's philanthropic arm. This involves contributing to societal well-being by donating a portion of their profits to charitable causes.
 - **Ethical Business Practices:** Companies can actively apply kindness by adopting ethical practices that reflect their commitment to society. Tata Group exemplifies this commitment through various initiatives like extensive

- community development programs, which focus on education, healthcare, and skill-building.
- Healthcare:
 - **Compassionate Care:** Healthcare institutions can actively apply kindness by training their staff to provide emotional support to patients. Ex-programs like the “No One Should Die Alone” initiative, where dedicated volunteers offer companionship and solace to terminally ill patients in their final moments.
 - **Mental Health Initiatives:** Healthcare systems can actively promote mental health by fostering empathy and understanding. Ex- “Bell Let’s Talk” campaign in Canada, which encourages open dialogue on mental health issues and works to reduce the stigma surrounding mental health challenges.
- Community Building:
 - **Volunteerism:** Communities can build stronger bonds through volunteerism. For instance, volunteers helping to rebuild communities after natural disasters, such as Hurricane Katrina, exemplify the power of collective kindness and resilience.
 - **Social Capital:** Grassroots initiatives at the neighborhood level, such as community gardens in cities like New York and London, actively build social capital by encouraging kindness and fostering collaboration among residents.
- Environmental Sustainability:
 - **Eco-friendly Practices:** Individuals and communities can actively apply kindness to the environment by adopting eco-friendly practices, such as reducing plastic waste through the use of reusable bags and containers.
 - **Conservation Efforts:** Engaging in conservation activities, such as tree planting drives or neighborhood clean-up initiatives, demonstrates kindness to the environment by preserving natural resources and enhancing local ecosystems.

“A Thousand Heads Bowing in Prayer” as a Manifestation of Kindness:

- **Kindness to Oneself:** Prayer often involves self-reflection, seeking forgiveness, and nurturing one's inner peace, promoting emotional well-being and personal growth. For instance, taking time for prayer allows individuals to reflect on their own emotions and experiences, fostering a sense of self-compassion that contributes to their overall well-being.

- **Kindness to Others:** Many religious and spiritual teachings emphasize kindness, compassion, and love for others. When individuals pray for the well-being and happiness of others, it exemplifies kindness in action, fostering empathy and care for one's fellow human beings.
- **Community and Unity:** When a community gathers for collective prayer, it signifies unity and shared values, encouraging acts of kindness within the community as members support and care for one another. This sense of togetherness often leads to collaborative efforts, such as organizing charitable events or providing assistance to those in need within the community.
- **Moral Guidance:** Through prayer, individuals may seek guidance on how to navigate moral dilemmas, ultimately leading them to choose actions that reflect kindness and compassion.
- **Social Impact:** Prayer can inspire individuals and communities to engage in acts of charity, service, and social justice. For instance, religious communities often organize outreach programs that provide food, shelter, and support to vulnerable populations, demonstrating the tangible impact of prayer on social well-being.

Conclusion

Gandhi's wisdom still resonates today, underscoring that profound change often commences with the simplest acts of kindness. In an era marked by intricate challenges, the timeless significance of this quote urges us to adopt kindness as a guiding principle in our interactions and pursuits, ultimately steering us towards a more compassionate and harmonious world.

3b. “To awaken the people, it is the women who must be awakened. Once she is on the move, the family moves, the village moves, the nation moves.” - Jawaharlal Nehru.

Ans:

Introduction

Above statement emphasizes the crucial significance of women's empowerment in the holistic development of a society, extending from individual families to the entire nation. This empowerment entails the provision of autonomy, rights, and opportunities, enabling women to actively participate in various domains, and stands as a fundamental catalyst for societal progress.

Body

The Centrality of Women in Societal Awakening

- **Awareness and Enlightenment:** Educated women can ignite awareness and action, fostering a culture of critical thinking and empowering them to raise their voices against issues such as child marriage.
- **Political Trailblazers:** Women in politics can shape policy and society; leaders like Angela Merkel in

Germany have influenced policies on gender equality and social welfare.

- **Social Entrepreneurs:** Women-led social enterprises, such as the **SEWA founded by Ela Bhatt**, have not only improved women's livelihoods but have also brought about broader societal transformation.
- **Community Influencers:** Women in leadership roles at the community level can drive positive change; for instance, women in the "Panchayati Raj" system in India advocate for better local infrastructure.

Empowering Women: Catalysts for Family, Village, and National Advancement

Family:

- **Educational Upliftment:** When women are educated and empowered, they prioritize their children's education, leading to improved literacy rates and higher living standards within families. For example, an educated mother may choose to allocate a portion of the household budget specifically for the quality education of her child.
- **Health and Well-being:** Women often serve as **primary caregivers** and their advocacy for healthcare and nutrition contributes to the well-being of family members.
- **Fostering Values:** Women's influence fosters moral values like empathy and compassion, leading to harmonious family dynamics and the development of responsible, caring individuals. For instance, a mother's considerate behavior toward the household maid helps instill the value of compassion in a child.

Village:

- **Social Impact:** Women's leadership in community projects results in enhanced infrastructure, better access to essential services, and improved living conditions for all residents.
- **Healthcare Advocacy:** Women-led initiatives raise awareness about healthcare issues, increasing vaccination rates, improving maternal health, and reducing disease prevalence. The "Anganwadi" program serves as an example.
- **Addressing Social Issues:** Empowered women, like **Mamta from Rajasthan, who successfully prevented her own child marriage and now advocates against the practice**, exemplify how women take a stand against critical issues such as child marriage and female foeticide, driving positive change in their communities.

Nation:

- **Political Representation:** Women in politics advocate for policies promoting gender equality, social justice, and economic development, creating a more equitable and prosperous nation. **Indira Gandhi, India's first female Prime Minister, exemplifies this.**
- **Economic Growth:** Women's participation in the workforce boosts the national economy through increased productivity and innovation. A study suggests that India's GDP could increase by \$770 billion by 2025 with gender equality measures in place.
- **Inspirational Icons:** Iconic individuals like **Arunima Sinha, the first female amputee to conquer Mount Everest**, serve as symbols of determination and empowerment. Conference and the Women's India Association exemplify this commitment.

Conclusion

In conclusion, Jawaharlal Nehru's profound insight underscores the pivotal role of women in catalyzing societal progress. By recognizing and nurturing the potential of women in various spheres, we not only awaken societies but also pave the way for a more equitable, compassionate, and prosperous nation.

3c. "Do not hate anybody, because that hatred that comes out from you must, in the long run, come back to you. If you love, that love will come back to you, completing the circle." -Swami Vivekananda

Ans:

Introduction

Swami Vivekananda, a prominent Indian philosopher and spiritual leader, implores individuals in this quote to embrace love and compassion. He highlights the enduring truth that the emotions we project onto the world have a cyclical effect, ultimately shaping the course of our own lives.

Body

The Circle of Hatred and Its Implications:

- **Self-Destructive Emotion:** Hatred often consumes one's own peace of mind and emotional well-being over time, making it a self-destructive emotion. For instance, the deep-seated hatred among European nations before World War I exacerbated the emotional toll and suffering endured by individuals and societies in the conflict.
- **Negative Consequences:** When hatred is expressed through harmful actions, it can trigger negative consequences, such as legal repercussions or a damaged reputation. A clear illustration is the Nazi war criminals tried by international tribunals after World War II, leading to legal accountability and enduring infamy.

- Isolation:** Hatred can erode one's ability to form positive relationships and alliances, isolating the individual in the long run. **For instance, engagement of individuals in extremist hate groups often leads to isolation from mainstream society.**
- Toxic Environment:** The cycle of hatred perpetuates itself when others respond with similar negativity, creating a toxic environment that can ultimately impact the individual who initially harbored the hatred. **For example, the ongoing Israeli-Palestinian conflict.**
- Escalation of Conflict:** Hatred often fuels the escalation of conflicts, making them more intense and difficult to resolve, resulting in prolonged suffering for all parties involved. **The Kashmir conflict exemplifies how hatred fuels hostilities, prolonging suffering and impeding resolution.**

The Circle of Love and Its Implications:

- Positive Energy:** Love generates positive energy, fostering feelings of compassion, empathy, and goodwill towards others, creating a harmonious atmosphere that, in turn, nourishes the cycle of love and positivity. **For example, colleagues at work expressing genuine care and appreciation for one another.**
- Acts of Kindness:** Love motivates individuals to engage in acts of kindness, such as helping, supporting, and caring for others, leading to a cycle of positivity. **For instance, helping a neighbour with groceries, can inspire others to do the same, creating a chain of goodwill.**
- Connection:** Love strengthens social ties, fosters a sense of belonging, and creates a close-knit community where mutual support and unity perpetuate the cycle of connectedness and love for each other. **For example, in many villages, people often share meals in each other's homes.**
- Mental and Emotional Well-Being:** Experiencing and expressing love can enhance one's mental and emotional health, promoting inner peace, and reducing stress and anxiety, ultimately creating a more loving environment. **This is exemplified by the strong bonds formed among comrades in the military.**
- Reciprocity:** When we love and show kindness to others, it often inspires them to respond in kind, creating a circle of love and compassion that benefits all involved and extends to the broader community. **For instance, neighbourly acts of kindness, like child care assistance, often lead to reciprocal support, strengthening neighbourly bonds.**

Relevance in Contemporary Times:

- Social Media and Online Hate:** In the age of digital communication, Vivekananda's message gains relevance as we witness how online hate speech can

escalate, leading to real-world consequences. Ex- **the rise of extremist online forums.**

- International Conflicts and Peace Efforts:** In a world marked by international conflicts, Vivekananda's message emphasizes the importance of love, compassion, and diplomacy in resolving disputes. **Ongoing conflicts, such as those in the Middle East, serve as reminders of the destructive nature of hatred and the need for love-driven solutions.**
- Mental Health and Well-Being:** In the context of mental health, Vivekananda's philosophy finds validation in **support groups for combat veterans**, where shared experiences and love-driven empathy aid in their mental and emotional recovery.
- Environmental Stewardship:** Vivekananda's philosophy of interconnectedness and responsibility extends to environmental concerns. For instance, organizations like Greenpeace exemplify this love for the planet through direct actions such as protesting against deforestation and advocating for responsible resource management.
- Global Solidarity:** In times of crisis, such as the COVID-19 pandemic, Vivekananda's message inspires global solidarity and acts of kindness. **Acts of support and humanitarian aid exemplify the positive cycle of love and compassion that benefits not only individuals but entire communities.**

Conclusion

In the convoluted tapestry of human emotions and choices, Swami Vivekananda's profound message serves as a guiding light, urging individuals to choose love and compassion over hatred. By choosing love and compassion, we can perpetuate a virtuous cycle that not only enriches our lives but also contributes to the well-being of our communities, nations, and the world at large.

- 4a.** What really matters for success, character, happiness and lifelong achievements is a definite set of emotional skills - your EQ-not just purely cognitive abilities that are measured by conventional IQ tests. Do you agree with this view? Give reasons in support of your answer.

Ans:

Introduction

Emotional Quotient (EQ) and Intelligence Quotient (IQ) represent two distinct facets of human abilities. EQ involves the ability to understand and manage one's own emotions as well as the emotions of others, while IQ serves as a tool to measure a person's cognitive abilities. **For instance, a person's ability to remain focused and productive during a crisis at home reflects their EQ, whereas solving puzzles within a given time frame tests one's IQ.**

Body

Importance of EQ:

- **Self-Awareness:** Emotional intelligence allows individuals to recognize and understand their emotions, leading to better decision-making and personal growth. **Swami Vivekananda demonstrated high emotional intelligence in his personal and spiritual growth.**
- **Adaptability:** High EQ fosters adaptability, allowing individuals to navigate changing circumstances effectively; **for example, Virat Kohli exemplified adaptability in his career by adjusting to various challenges.**
- **Conflict Resolution:** High EQ promotes empathy and active listening, enabling individuals to mediate conflicts and find mutually beneficial solutions. **Mahatma Gandhi's nonviolent conflict resolution during India's struggle for independence showcased exceptional emotional intelligence.**
- **Stress Management:** Emotional intelligence enables individuals to handle stress and pressure more effectively, reducing the risk of burnout and maintaining mental well-being.
- **Leadership and Teamwork:** EQ allows leaders to understand and motivate their team members, leading to greater productivity and job satisfaction. **Ratan Tata exemplifies it.**

Limitations of Relying Solely on IQ:

- **Neglecting Non-Cognitive Skills:** Relying solely on IQ overlooks essential non-cognitive skills, illustrated when a highly intelligent individual struggles to cope with change or work effectively in a team due to a lack of adaptability and interpersonal skills.

- **Narrow Definition of Success:** Relying solely on IQ restricts the definition of success to academic or career achievements, disregarding broader aspects like **happiness, personal fulfillment, and ethical values** that emotional skills encompass.
- **Unrealized Potential:** Depending only on IQ can result in untapped potential, as it doesn't account for unique talents and strengths that individuals possess but may not align with traditional cognitive measures.
- **Limited Scope:** IQ's focus on academic and problem-solving abilities fails to capture qualities like **resilience, motivation, and integrity**, which play a substantial role in character development and overall well-being.

Conclusion

In today's era, as emotional challenges continue to mount, the importance of EQ cannot be overstated. This is exemplified by Indian educational reforms that are incorporating EQ from the beginning. However, it is essential to strike a balance between IQ and EQ, as it equips individuals with a holistic skill set that enhances their overall quality of life and leads to a more fulfilling and successful life journey.

- 4b.** Differentiate 'moral intuition' from 'moral reasoning' with suitable examples,

Ans:

Introduction

Moral intuition and moral reasoning are pivotal cognitive processes in shaping our moral judgments. Moral intuition operates as an immediate, emotion-driven response, whereas moral reasoning involves a deliberate, rational analysis before reaching a moral decision. **For example, in a distressing situation, moral intuition prompts instinctive help, while moral reasoning assesses potential risks and benefits before deciding on the appropriate action.**

Body

Difference between 'Moral Intuition' and 'Moral Reasoning':

Aspects	Moral Intuition	Moral Reasoning
Definition	Immediate and automatic judgement about the right or wrong of a situation, often driven by emotions and instinctive reactions.	The deliberate process of determining right or wrong through logical analysis, involving critical thinking and evaluation of ethical principles.
Characteristic	Often instantaneous, arising from gut feelings without conscious reasoning.	Involves conscious thought, where one applies moral principles and ethical theories to reach a conclusion.
Importance in Moral Judgements	Plays a foundational role, forming the immediate judgement that can later be analyzed through reasoning.	Comes into play when one seeks to justify a moral judgement or when engaging in moral discussions and debates.

Aspects	Moral Intuition	Moral Reasoning
Psychological Basis	Grounded in innate tendencies and shaped by evolutionary processes, cultural norms, and personal experiences.	Relies on cognitive processes and often involves employing moral philosophies such as utilitarianism or deontology.
Objectivity	Can be biased and subject to personal prejudices and might not always lead to morally correct judgments.	Can sometimes be influenced by an individual's moral intuition, and therefore not entirely objective.
Moral Development	Develops early in life, with children showcasing basic moral intuitions.	Evolves with cognitive development and education, becoming more refined with intellectual maturity.
Examples	<ul style="list-style-type: none"> • Feeling an instant disapproval upon seeing someone steal, without analyzing the act in depth. • Feeling a spontaneous urge to donate to a charitable cause upon hearing about a natural disaster or a humanitarian crisis. 	<ul style="list-style-type: none"> • Critically evaluating the implications of a policy on various stakeholders and making a decision based on principles of justice and fairness. • Deliberating on the allocation of limited medical resources (like ventilators) during a pandemic, considering principles of justice, equity, and the greater good.

Conclusion

Moral intuition and moral reasoning are distinct yet interconnected processes that guide individuals in their moral decision-making, with moral intuition often serving as the instinctive compass and moral reasoning providing the calibration. A deep understanding of these processes can lead to a comprehensive and thoughtful approach to ethical dilemmas, fostering a well-rounded moral decision-making process.

- 5a. Is conscience a more reliable guide when compared to laws, rules and regulations in the context of ethical decision-making ? Discuss.

Ans:

Introduction

Conscience, emphasised by **thinkers like Socrates**, serves as an intrinsic moral compass, guiding individuals in ethical judgments and actions, **such as offering immediate assistance to an accident victim**. On the other hand, laws, rules, and regulations are structured frameworks established by authorities to regulate behavior, maintain social order, and ensure justice within a community, **exemplified by traffic laws governing speed limits and driving rules to uphold road order**.

Body

Reliability of Conscience:

- **Moral Autonomy:** Conscience operates as an internal moral compass, embodying an individual's core values and beliefs, allowing for independent ethical decision-making by distinguishing right from wrong. **For example, Mahatma Gandhi's commitment to the "inner voice" principle during the Indian independence movement showcased moral autonomy in action.**

- **Personal Accountability:** Relying on one's conscience promotes personal accountability in ethical decision-making, fostering a sense of responsibility as individuals take ownership of their actions based on moral judgement. **Courageous acts of whistleblowers like Satyendra Dubey in India serve as examples.**
- **Adaptability:** Conscience can adapt to complex ethical dilemmas. It considers nuances and context, allowing individuals to navigate situations where strict rules or regulations may not apply or provide clear guidance. **For instance, during Kerala floods, people's conscience led them to aid beyond legal mandates.**
- **Consideration of Consequences:** Conscience often prompts individuals to consider the ethical consequences of their actions, including how their decisions impact others and society as a whole. **Illustratively, Ashok Khemka, an IAS officer, upheld his conscience despite the risk of frequent transfers.**
- **Ethical Development:** Over time, an individual's conscience can mature and become more refined as they gain life experiences and engage in moral reflection, enhancing its reliability as a guide for ethical decision-making. **Development of environmental consciousness serves as an example.**

Limitations of Relying Solely on Conscience:

- **Subjectivity:** Conscience is inherently subjective, influenced by personal beliefs, emotions, and biases, which can lead to inconsistent ethical judgments. **For instance, in the context of euthanasia, individuals' subjective moral beliefs can result in varied**

- opinions on the matter, making it challenging to establish a clear ethical consensus.**
- **Lack of Clarity:** Conscience may not provide clear guidance in complex or ambiguous ethical situations, leaving individuals uncertain about the right course of action. **An example of this ambiguity can be seen in the use of vaccines during the COVID-19 pandemic without following proper protocol.**
 - **Cultural Variability:** Conscience can vary significantly across cultures, rendering it an unreliable universal standard for ethical decision-making, **as seen in differing cultural perspectives on issues like live-in relationships.**
 - **Vulnerability to Manipulation:** Conscience can be manipulated or misguided, particularly when individuals are under external pressure or influenced by group dynamics. A relevant example is the **phenomenon of groupthink, where individuals may suppress their personal moral judgments in favor of conforming to a group's unethical actions.**
 - **Legal and Social Consequences:** Relying solely on conscience without considering legal or societal norms may lead to legal repercussions or social backlash in cases where individual judgment conflicts with established standards, **as exemplified by the alarming instances of mob lynching.**

Conclusion

To navigate the complexities of ethical decision-making, individuals should consider both their conscience and legal standards, adhering to democratic ethics rooted in both conscience and laws, as advocated by leaders like Jawaharlal Nehru. This balanced approach ensures that personal morality aligns with societal norms, fostering a just and responsible society.

Extra Edge:

Need for Laws, Rules, and Regulations:

- **Consistent and Standardised Framework:** Laws, rules, and regulations provide a consistent and standardized framework for ethical behavior, offering clear guidelines that promote fairness and predictability for all individuals. **Development of the Indian Constitution underscores the importance of structured guidelines in governing society.**
- **Creating Deterrence:** Ignoring established laws and regulations can lead to legal consequences, such as fines or imprisonment. This acts as a deterrent against unethical behavior and ensures accountability. **For example, in the case of financial fraud, legal consequences serve as a deterrence against unethical financial practices.**

- **Protecting Society:** Laws, rules and regulations are primarily crafted to safeguard the welfare of society, upholding social order by drawing upon collective wisdom and consensus, with the overarching aim of preventing harm. **For example, environmental regulations are put in place to mitigate pollution, ultimately benefiting the well-being of communities.**
- **Reducing Bias:** Conscience can be influenced by personal biases, emotions, and subjectivity. Laws and regulations, when created impartially, aim to reduce such biases and ensure impartial ethical standards. **For example, anti-discrimination laws promote impartiality by prohibiting bias based on factors like race, gender, or religion.**
- **Preventing Chaos:** Laws, rules, and regulations prevent chaos and anarchy in society by establishing boundaries and expectations and providing justice through their enforcement. **Criminal laws, for instance, maintain social order by outlining consequences for actions like theft or assault, preventing chaos in society.**

- 5b. Probity is essential for an effective system of governance and socio-economic development.' Discuss.

Ans:

Introduction

Probity refers to the quality of absolute honesty, integrity, and moral uprightness in one's actions and behavior, encompassing adherence to high moral standards and ethical conduct. **A financial auditor refusing a bribe and reporting irregularities found during an audit demonstrates probity.**

Body

Role of Probity in Governance:

- **Trust and Credibility:** Probity builds faith and confidence in government institutions through the unwavering honesty and incorruptibility of public officials. **Successful implementation of the Aadhaar system in India exemplifies it.**
- **Transparency and Accountability:** Probity promotes openness in government operations and holds public servants and officials accountable, acting as a deterrent against corruption and unethical behavior.
- **Effective Resource Utilization:** Probity ensures efficient allocation of public resources based on merit and need, **exemplified by New Zealand's transparent budgeting process prioritizing projects with clear social and economic benefits.**
- **Promoting Stability and Unity:** A government characterized by probity reduces social unrest and promotes a sense of unity among diverse segments

of society, contributing to overall political stability. Denmark's governance model serves as an example.

Role of Probity on Socio-economic Development:

- Attracting Investment:** Probity attracts domestic and foreign investments by assuring investors that their resources will be safeguarded against corruption and unethical practices, thus stimulating economic growth. For instance, Singapore's stringent anti-corruption measures have made it a magnet for foreign investments.
- Equitable Distribution of Resources:** Probity ensures that resources are allocated in a manner that benefits society as a whole, promoting balanced development. This can be observed in Nordic countries.
- Promoting Fair Competition:** Probity prevents corrupt practices, thus fostering a level playing field and ensuring markets operate efficiently, ultimately leading to economic growth. The United States' strict enforcement of anti-monopoly laws exemplifies this.
- Human Capital Development:** Through probity in education and employment practices, emphasis is placed on merit and skills, which are essential for sustained socio-economic progress. Germany's vocational training system is a prime example.
- Community-harmony:** Probity in governance ensures that public resources are used for the collective good, fostering social stability and unity within a society. Switzerland's high levels of probity are reflected in its strong community cohesion and overall social stability.

Conclusion

As nations strive for growth and stability, prioritizing probity remains pivotal in achieving these goals, fostering a society where honesty, integrity, and ethical conduct serve as guiding principles for a prosperous future.

- 6a.** What were the major teachings of Guru Nanak? Explain their relevance in the contemporary world.

Ans:

Introduction

Guru Nanak, the founder of Sikhism, lived in the late 15th and early 16th centuries in the Indian subcontinent, a time characterized by societal disparities, religious divisions, and a quest for spiritual meaning. His teachings, impactful in his era, retain profound relevance in the modern world.

Body

Major Teachings of Guru Nanak:

- Oneness of God (Monotheism):** Guru Nanak's central teaching revolved around monotheism, highlighting the belief in a single, omniscient, and omnipresent

God, known as "Waheguru," from whom all of creation originates.

- Spiritual Awakening:** Guru Nanak stressed that the path to spiritual awakening and enlightenment involves deep devotion, understanding of the divine, meditation (Naam Japna), and selfless service (Seva).
- Gender Equality:** Guru Nanak's teaching emphasized gender equality, recognizing the equal spiritual potential of both men and women, as reflected in his verses in the Guru Granth Sahib.
- Selfless Service (Seva):** Guru Nanak stressed the concept of 'Seva,' or selfless service to humanity, epitomized by the institution of 'Langar', where free meals are offered to all, irrespective of their background, symbolizing equality and service.
- Altruism:** Guru Nanak encouraged selflessness and helping others as vital for spiritual growth, emphasizing the love and compassion that God has for all. This teaching is epitomized in the principle of "Vaand Chhako" (sharing with those in need).
- Social Equality:** Guru Nanak strongly disagreed with the caste system and social divisions in India. He taught that all people are equal in God's eyes, no matter where they come from, and he taught that we should treat everyone with respect and kindness.

Relevance in the Contemporary World:

- Oneness of God (Monotheism):** In today's religiously diverse world marked by occasional tensions, Guru Nanak's monotheistic teachings remain pivotal in fostering interfaith harmony and transcending religious divisions. This is evident in temples providing aid to destitute individuals regardless of their faith.
- Spiritual Awakening:** In 2021, 40% of adults worldwide reported significant levels of concern (42%) or stress (41%), underscoring the pertinence of Guru Nanak's teachings on spiritual awakening and enlightenment as a comprehensive guide for individuals seeking inner peace and purpose in modern life.
- Gender Equality:** With the Global Gender Gap score showing progress towards closure at 68.4% across all 146 countries in 2023, Guru Nanak's teachings on recognizing the equal potential of both men and women hold profound relevance.
- Selfless Service (Seva):** Guru Nanak's teaching encourages individuals to actively engage in acts of kindness and community service, emphasizing that it goes beyond being a religious duty, serving as a means of addressing pressing societal issues like poverty and non-inclusivity.
- Altruism:** In today's age of economic disparities, environmental challenges, and humanitarian crises,

Guru Nanak's teaching of "Vaand Chhako" encourages individuals to transcend self-centered perspectives. This fosters a sense of responsibility for fellow human beings and the planet as a whole.

- **Social Equality:** Guru Nanak's rejection of the caste system and emphasis on social equality inspire contemporary efforts for inclusive, equitable communities, like inter-caste marriages and educational programs in India, promoting social justice and respect for all.

Conclusion

Guru Nanak's teachings, grounded in compassion, equality, and spirituality, provide an enduring and timeless guide for navigating the complexities of the contemporary world. His wisdom offers a universal message that inspires individuals and societies to pursue a more just, compassionate, and harmonious world, rendering his teachings highly relevant and indispensable in addressing the multifaceted challenges of our modern age.

- 6b.** Explain the term social capital. How does it enhance good governance?

Ans:

Introduction

Social capital refers to the collective value of trust, cooperation, and mutual support within a social network or community, facilitating collaboration and shared resources, such as neighbours helping each other during a crisis due to pre-existing bonds of trust and reciprocity.

Body

Understanding Social Capital:

- **Components of Social Capital:** Social capital consists of three integral components:
 - **Networks:** These represent the interconnected relationships among people.
 - **Norms:** Norms encompass the rules, values, and expectations governing social interactions.
 - **Sanctions:** Sanctions encompass both rewards and punishments, such as praise and sarcasm that serve to reinforce adherence to established norms.
- **Interconnected Dynamics:** Social capital's components are interlinked and mutually affect each other. For instance, volunteer networks in a community establish norms like cleanliness and environmental responsibility, and those who don't participate face social sanctions, reinforcing both the practice and social unity.
- **Reinforcing Relationships:** The interaction between the components of social capital, such as strong networks fostering shared norms and adherence to these norms strengthening relationships, are crucial

for its sustainability. For example, in a closely-knit neighbourhood, regular gatherings and mutual assistance among residents (networks) establish a norm of community support and unity.

Role of Social Capital in Enhancing Good Governance:

- **Trust and Accountability:** Social capital fosters trust among citizens and between citizens and their government, creating an environment where cooperative and transparent interactions can thrive. For example, in India's Panchayati Raj system, trust within communities helps hold elected representatives accountable for their actions and decisions.
- **Civic Engagement:** High levels of social capital encourage civic engagement, where individuals actively participate in political processes due to their strong social networks. An example is the Gram Sabha, where social capital facilitates informed decision-making through active public participation.
- **Social Cohesion:** Social capital fosters collective efforts to address challenges and promote inclusive policies, a crucial aspect of good governance. Sports teams exemplify the power of social networks in achieving shared objectives, demonstrating the concept in action.
- **Conflict Resolution:** High social capital promotes peaceful conflict resolution through negotiation and mediation, fostering stability and peace—vital for good governance. For example, property disputes are often resolved through community mediation instead of lengthy legal procedures.
- **Reducing Corruption:** Social capital acts as a deterrent to corruption, as communities with strong social networks are less susceptible to corrupt practices. For instance, self-help groups promote transparency and accountability in financial transactions, reducing corruption at the grassroots level.
- **Inclusivity:** Social capital promotes inclusivity by ensuring that marginalized and disadvantaged groups have a voice in governance. For instance, cooperative societies have enabled marginalized farmers to collectively influence policies and gain better access to agricultural resources.

Conclusion

Social capital serves as a vital foundation for effective governance structures. India's successful policies, including "Self-Help Groups" and community-driven programs, highlight the significance of cultivating and harnessing social capital. Looking ahead, a steadfast commitment to investing in social capital-building policies remains imperative for achieving equitable and effective governance within society.

Section B

7. You are working as an executive in a nationalised bank for several years. One day one of your close colleagues tells you that her father is suffering from heart disease and needs surgery immediately to survive. She also tells you that she has no insurance and the operation will cost about 10 lakh. You are also aware of the fact that her husband is no more and that she is from a lower middle class family. You are empathetic about her situation. However, apart from expressing your sympathy, you do not have the resources to fund her. A few weeks later, you ask her about the well-being of her father and she informs you about his successful surgery and that he is recovering. She then confides in you that the bank manager was kind enough to facilitate the release of 10 lakh from a dormant account of someone to pay for the operation with a promise that it should be confidential and be repaid at the earliest. She has already started paying it back and will continue to do so until it is all returned.

- What are the ethical issues involved?
- Evaluate the behaviour of the bank manager from an ethical point of view.
- How would you react to the situation?

Ans:

The presented case study sheds light on a critical ethical scenario intertwined with a life-and-death situation. It centers on a colleague grappling with the dire circumstances of her father's life-threatening health condition, necessitating a costly surgical procedure. Amidst the urgency of the situation and the assistance offered, this case brings ethical principles such as integrity, compassion, confidentiality, financial prudence, and legal considerations to the forefront of the discussion.

Stakeholders Involved:

- **My Colleague:** She is the central figure facing the life-threatening health crisis of her father and grappling with the financial burden.
- **Her Father:** He is the patient in dire need of the heart surgery for survival.
- **The Bank Manager:** The manager plays a key role in facilitating the release of funds from a dormant account for the surgery and insists on confidentiality.
- **The Unknown Account Holder:** The dormant account holder's funds are being utilized for the surgery without their knowledge or consent.
- **Me (Executive of the Bank and Witness):** As an executive in the bank and a witness to the situation, I am directly involved and face ethical dilemmas.
- **Medical Professionals:** They are responsible for conducting the surgery and providing healthcare.
- **The Bank as an Institution:** The bank itself is implicated in the scenario since one of its employees,

the bank manager, has played a significant role in the transaction involving a dormant account.

Ethical Issues Involved:

- **Professional Integrity:** The apparent breach of professional integrity by both the bank manager and colleague raises ethical concerns regarding their adherence to the bank's policies and principles.
- **Appropriate Use of Power and Resources:** The bank manager's decision to utilize bank resources for personal reasons, albeit for a humanitarian cause, prompts ethical questions about the responsible use of power and resources.
- **Confidentiality and Privacy:** The bank manager's decision to release funds from a dormant account without the account holder's knowledge raises concerns about confidentiality and privacy, potentially violating the account holder's rights.
- **Moral Obligation:** The moral obligation to assist someone in dire need is evident in the colleague's request for assistance and the bank manager's decision to facilitate it.
- **Compassion and Empathy:** Compassion and empathy demonstrated by the bank manager reflect ethical values related to understanding and assisting others during times of distress.
- **Impartiality:** The bank manager's involvement in the situation and his decision to facilitate the fund release could be perceived as favoring one employee over others, raising questions about impartiality.
- **Legal Compliance and Accountability:** The actions of both the colleague and the bank manager need to be assessed against the rules and regulations governing nationalized banks in India, such as the **Banking Regulation Act, 1949**, to ensure ethical conduct and adherence to established standards.

Evaluation of the Bank Manager's Behaviour:

Arguments in Support of the Bank Manager's Behaviour:

- **Moral Compassion and Kindness:** The bank manager's act reflects moral compassion and kindness, demonstrating genuine concern for a colleague in need.
- **Empathy for Colleague's Plight:** The manager's actions show empathy for the colleague's distressing situation, fostering a caring workplace environment.
- **Humanitarian Consideration:** This behavior exemplifies humanitarian values, prioritizing the well-being and life-saving needs of a colleague's family member.
- **Alleviating Suffering:** The decision aims to alleviate the suffering of the colleague's family, aligning with principles of reducing distress.

- **Responsibility towards Bank:** The bank manager's insistence on repayment reflects a sense of responsibility towards the bank and adherence to financial accountability.

Arguments Against the Bank Manager's Behaviour:

- **Violation of Legal Norms:** Using funds from a dormant account without the account holder's knowledge potentially breaches legal norms and banking regulations. **For instance, this act could be seen as misappropriation, potentially falling under section 409 of the Indian Penal Code, which addresses trust breaches by public servants or those in similar roles.**
- **Breach of Professional Ethics:** Using bank resources, even for compassionate reasons, may be viewed as unprofessional and contrary to established ethical standards.
- **Confidentiality and Transparency Issues:** Secrecy around the fund release raises ethical concerns about transparency and accountability.
- **Precedent Setting:** The behavior may set problematic precedents, leading to inconsistent decision-making and perceptions of favoritism.
- **Erosion of Trust:** The perception of partiality could erode trust within the organization, contrary to principles of impartiality and fairness.

My Reaction to the Situation:

- **Compassion and Empathy:** I would first express my empathy and support to my colleague for her father's health crisis. It is crucial to acknowledge her emotional distress and the challenging situation she is facing.
- **Confidentiality Concerns:** The use of funds from a dormant account without the account holder's knowledge is ethically questionable and potentially illegal. I would discuss the importance of adhering to legal and ethical standards regarding financial transactions.
- **Legal Compliance:** I would recommend that the colleague and the bank manager seek legal advice to ensure that the actions taken are in compliance with banking regulations and do not expose the bank or individuals involved to legal risks.
- **Alternative Solutions:** I would explore alternative solutions to address the financial needs of my colleague, such as fundraising efforts, seeking assistance from charitable organizations, or exploring government healthcare schemes. These alternatives would aim to alleviate the financial burden without compromising ethical and legal principles.
- **Accountability and Transparency:** I would emphasize the importance of transparency and accountability within the organization. If a decision is made to facilitate the release of funds, it should be

done openly and in compliance with the bank's policies and procedures, with a clear plan for repayment and record-keeping.

- **Non-Precedent Setting:** I would suggest that the bank manager and my colleague take steps to ensure that this situation does not set a precedent within the organization. Clear guidelines should be established to address similar requests in the future, ensuring fairness and impartiality.
- **Monitoring and Follow-Up:** I would advise monitoring the situation closely to ensure that the funds are repaid as promised. This would uphold the principle of financial responsibility and accountability.

Conclusion

In navigating the ethical complexities of this situation, it is crucial to strike a balance between compassion and ethical integrity, emphasizing the significance of reflective decision-making that encompasses both ethical and legal dimensions.

8. A landslide occurred in the middle of the night on 20th July, 2023 in a remote mountain hamlet, approximately 60 kilometres from Uttarkashi. The landslide was caused by torrential rains and has resulted in large-scale destruction of property and life. You, as District Magistrate of that area, have rushed to the spot with a team of doctors, NGOs, media and police along with numerous support staff to oversee the rescue operations. A man came running to you with a request for urgent medical help for his pregnant wife who is in labour and is losing blood. You directed your medical team to examine his wife. They return and convey to you that this woman needs blood transfusion immediately. Upon enquiry, you come to know that a few blood collection bags and blood group test kits are available in the ambulance accompanying your team. Few people of your team have already volunteered to donate blood. Being a physician who has graduated from AIIMS, you know that blood for transfusion needs to be procured only through a recognized blood bank. Your team members are divided on this issue; some favour transfusion, while some others oppose it. The doctors in the team are ready to facilitate the delivery provided they are not penalized for transfusion. Now you are in a dilemma. Your professional training emphasizes on prioritising service to humanity and saving lives of individuals.
- What are the ethical issues involved in this case?
 - Evaluate the options available to you, being District Magistrate of the area.

Ans:

The case presents a dilemma where a pregnant woman needs a blood transfusion to survive, but the blood source is debated due to it not being from an official blood bank.

The District Magistrate faces the ethical duty to save lives versus the professional mandate of established protocols, highlighting the tension between humanitarianism and procedural ethics.

Stakeholders Involved and Their Interests:

- **The Pregnant Woman:** Her immediate concern is to receive the necessary medical attention to save her life and the life of her unborn child.
- **Her Husband:** He is concerned about the safety and well-being of his wife and unborn child.
- **Medical Team:** The medical professionals are dedicated to upholding medical ethics and their professional training, which emphasizes saving lives. However, they also fear potential penalization for any breach of medical protocols.
- **Me (As the District Magistrate):** I am in a challenging position, torn between adhering to established rules and providing urgent humanitarian aid, reflecting the ethical dilemma at the heart of this situation.
- **The Local Community and NGOs:** They have a vested interest in ensuring that emergency assistance is provided effectively and may advocate for immediate transfusion to save lives.
- **Media:** The media's interest lies in reporting the incident accurately while potentially portraying the DM's decision in various lights, depending on the outcome.

Ethical Issues Involved:

- **Moral Duty towards Immediate Response:** An ethical issue arises in the moral obligation to respond urgently to save the lives of both the mother and child, even if it entails bending established rules.
- **Professional Accountability:** An additional ethical concern is professional accountability among the doctors who wish to facilitate the delivery but fear potential penalties for bypassing the established transfusion protocols.
- **Team Dynamics and Decision-Making:** The division within the team regarding blood transfusion reflects an ethical issue related to decision-making and coordination during a crisis.
- **Utilitarianism and Deontological Ethics:** The situation brings to the fore the classic debate between utilitarian approach, which emphasizes the greater good, and deontological approach, which focuses on rigid adherence to rules.
- **Legal and Regulatory Compliance:** Using blood for transfusion that has not been procured from a recognized blood bank may breach legal and regulatory standards related to patient safety and blood product quality.
- **Ethical Leadership:** An ethical issue pertains to the District Magistrate's responsibility to exhibit ethical

leadership by making a morally justifiable decision under the given circumstances, setting a precedent for the entire team.

Evaluating the Available Options:

Option-1. Proceeding with Immediate Blood Transfusion

Pros:

- Immediate action to save lives, demonstrating a commitment to humanitarian values.
- Rapid response to the urgent medical situation, potentially preventing fatalities.
- Acknowledgment of the moral duty to prioritize life over procedural rules.

Cons:

- Risk of transmitting infectious diseases due to the absence of blood screening typically conducted by recognized blood banks.
- Legal repercussions for violating established medical protocols and potential penalties for the medical team.
- Ethical concerns related to bypassing formal procedures, which might set a precedent for future cases.

Option-2. Seeking Blood from a Recognized Blood Bank

Pros:

- Adherence to established medical protocols, ensuring the safety and quality of the transfused blood.
- Mitigation of potential legal and regulatory issues associated with blood transfusion.
- Compliance with standard procedures, preventing ethical dilemmas related to procedural breaches.

Cons:

- Loss of crucial time during the procurement of blood from a recognized blood bank, which could lead to life-threatening delays.
- Failure to utilize the immediate availability of volunteers and blood collection materials.
- Potential negative public perception and media scrutiny for not taking immediate action in a life-threatening situation.

Appropriate Action:

- **Coordinating with Medical Authorities:** Collaborate closely with the medical team on-site to assess the urgency of the situation and explore all available options. This includes evaluating the feasibility of obtaining blood from recognized sources, ensuring proper screening, and considering the potential risks and benefits of immediate transfusion.
- **Documenting the Decision-Making Process:** Thoroughly document the decision-making process, including consultations with medical professionals, communication with recognized blood banks, and the rationale behind the chosen course of action.

This documentation serves as vital evidence to justify the decision and protect against potential legal repercussions.

- **Crisis Management Strategy:** This situation underscores the need for an improved crisis management strategy that incorporates flexibility in protocols for emergency situations. Developing specific guidelines for exceptional cases, such as unavailability of blood from recognized blood banks, can help safeguard lives while maintaining ethical and legal standards.

Conclusion

In conclusion, the ethical complexity of this case highlights the imperative of prioritizing the greater good, with a strong emphasis on the humanitarian aspect. This entails ensuring maximum safety and meticulous documentation to validate the emergency action while also upholding the moral duty to save lives in extraordinary circumstances.

9. At 9 pm on Saturday evening, Rashika, a Joint Secretary, was still engrossed in her work in her office. Her husband, Vikram, is an executive in an MNC and frequently out of town in connection with his work. Their two children aged 5 and 3 are looked after by their domestic helper. At 9:30 pm her superior, Mr. Suresh calls her and asks her to prepare a detailed note on an important matter to be discussed in a meeting in the Ministry. She realises that she will have to work on Sunday to finish the additional task given by her superior. She reflects on how she had looked forward to this posting and had worked long hours for months to achieve it. She had kept the welfare of people uppermost in discharging her duties. She feels that she has not done enough justice to her family and she has not fulfilled her duties in discharging essential social obligations. Even as recently as last month she had to leave her sick child in the nanny's care as she had to work in the office. Now, she feels that she must draw a line, beyond which her personal life should take precedence over her professional responsibilities. She thinks that there should be reasonable limits to the work ethics such as punctuality, hard work, dedication to duty and selfless service.

- Discuss the ethical issues involved in this case.
- Briefly describe at least four laws that have been enacted by the Government with respect to providing a healthy, safe and equitable working environment for women.
- Imagine you are in a similar situation. What suggestions would you make to mitigate such working conditions?

Ans:

This case delves into the ethical dilemma faced by a Joint Secretary, grappling with the demands of a high-powered career while shouldering family responsibilities.

Her unwavering commitment to her job has resulted in an imbalanced work-life dynamic, prompting a critical reassessment of established work ethics. Central to this is the ethical struggle to balance work and personal life, fulfill family and societal obligations, and protect personal well-being.

Stakeholders Involved and Their Interests:

- **Rashika (Joint Secretary):** As the Joint Secretary, Rashika's decisions and actions have a direct impact on her career, family, and personal well-being.
- **Rashika's Family:** Rashika's family members, including her husband Vikram and their children (aged 5 and 3), are directly impacted by her career decisions, work-life balance, and the choices she makes in managing her professional and personal life.
- **Domestic Helper:** In her role as a domestic helper, her job security and work responsibilities are affected by Rashika's decisions.
- **Mr. Suresh (Superior):** In his capacity as Rashika's superior, Mr. Suresh relies on her to fulfill her professional duties and make contributions to the organization.
- **Ministry (Organization):** The Ministry's functioning and decision-making are directly impacted by Rashika's work, making it a key stakeholder.
- **Society:** As a part of society, there are expectations regarding responsible parenting, ethical professional conduct, and maintaining a work-life balance that affect Rashika's choices.

Ethical Issues Involved:

- **Personal Well-being:** The toll Rashika's work habits take on her personal life and well-being brings up ethical concerns about the physical and mental health of employees in demanding roles.
- **Family and Social Obligations:** Rashika's reflection on her inability to fulfill her family and social duties due to work-related commitments highlights ethical questions about the prioritization of professional success over personal responsibilities.
- **Work-Life Balance:** Rashika's constant dedication to her work at the cost of her family life raises ethical questions about maintaining a healthy work-life balance.
- **Ethical Boundaries of Work Ethic:** Rashika contemplates setting reasonable limits to work ethics such as punctuality, hard work, dedication to duty, and selfless service. This ethical issue questions the extent to which professional responsibilities should encroach upon personal life and the need for ethical boundaries in work ethics.
- **Women in Workforce:** The case study underscores the challenges women face in balancing professional and familial responsibilities, particularly in leadership roles, which hinders their career advancement in the workforce.

Laws Enacted by the Government

- Maternity Benefit Act, 1961 (Amended in 2017):
 - This act provides maternity benefits to female employees, including paid maternity leave, prenatal and postnatal care, and nursing breaks.
 - The 2017 amendment extended the maternity leave from 12 to 26 weeks, promoting the health and well-being of women during pregnancy and childbirth.
- Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:
 - This law aims to prevent and address sexual harassment at the workplace.
 - It mandates the establishment of Internal Complaints Committees (ICCs) in organizations, making it mandatory for employers to provide a safe working environment for women and address complaints promptly.
- Equal Remuneration Act, 1976:
 - This law prohibits discrimination in wages on the grounds of gender.
 - It ensures that women are paid equally for work of equal value as that of their male counterparts, promoting gender pay equity in the workplace.
- Factories Act, 1948 (Section 27, 66(1)(b), and 87(b)):
 - **Section 27:** Section 27 of the law prohibits the employment of women and children in any section of a factory where cotton pressing takes place while a cotton-opener is actively operating.
 - **Section 66(1)(b):** This section regulates women's employment hours in factories and permits work for women only between 6 AM and 7 PM.
 - **Section 87(b):** This provision empowers authorities to establish regulations that either prohibit or impose limitations on the employment of women, adolescents, or children in specific manufacturing processes or operations.

Suggestions to Mitigate Such Working Conditions:

- Establish Clear Boundaries: Set specific working hours, such as 9 AM to 5 PM, and communicate them clearly to your superiors to delineate when you are available for work tasks and when personal time is needed.
- Flexible Work Arrangements: Consider options like telecommuting or flexible hours, where possible, to provide greater control over work timing and location, fostering a healthier work-life balance. Runn, for instance, exemplifies workplace flexibility by enabling remote work and flexible hours for their team members.
- Utilize Technology: Embrace modern technology tools for tasks, communication, and remote work, facilitating efficient work and connectivity with colleagues regardless of physical location. For example, adopting video conferencing platforms

and cloud-based collaboration tools can greatly enhance productivity and collaboration in remote work settings.

- **Counseling and Support Measures:** Establish counseling services to assist employees with work-life balance challenges, promoting better mental health and job satisfaction. For instance, companies like Microsoft offer counseling support through programs like "Microsoft Cares," which encompasses personal and work-related issues, contributing to the well-being of employees and their families.
- **Responsible Leadership Promotion Measures:** Encourage responsible leadership to create a supportive work culture and provide leadership development programs emphasizing work-life balance. IBM serves as an example of responsible leadership in organizations.
- **Emergency Leave Provisions:** Implement policies for emergency leaves to enable employees to address personal crises without compromising their professional duties, using "The All India Services (Leave) Rules, 1955" as a foundation.

Conclusion

The case of Rashika serves as a compelling reminder that addressing work-life balance is not merely a personal concern but a critical ethical and societal issue in today's professional landscape. It calls for a reevaluation of established work norms and the implementation of inclusive policies that prioritize the holistic well-being of individuals, recognizing that personal exigencies should not be sacrificed at the altar of professional success.

- 10.** Vinod is an honest and sincere IAS officer. Recently, he has taken over as Managing Director of the State Road Transport Corporation, his sixth transfer in the past three years. His peers acknowledge his vast knowledge, affability and uprightness. The Chairman of the State Road Transport Corporation is a powerful politician and is very close to the Chief Minister. Vinod comes to know about many alleged irregularities of the Corporation and the high-handedness of the Chairman in financial Matters. A Board Member of the Corporation belonging to the Opposition Party meets Vinod and hands over a few documents along with a video recording in which the Chairman appears to be demanding bribe for placing a huge order for the supply of QMR tyres. Vinod recollects the Chairman expediting clearing of pending bills of QMR tyres. Vinod confronts the Board Member as to why he is shying away from exposing the Chairman with the so-called solid proof he has with him. The member informs him that the Chairman refuses to yield to his threats. He adds that Vinod may earn recognition and public support if he himself exposes the Chairman. Further, he tells Vinod that once his party comes to power, Vinod's professional growth would be assured.

Vinod is aware that he may be penalized if he exposes the Chairman and may further be transferred to a distant place. He knows that the Opposition Party stands a better chance of coming to power in the forthcoming elections. However, he also realizes that the Board Member is trying to use him for his own political gains.

- As a conscientious civil servant, evaluate the options available to Vinod.
- In the light of the above case, comment upon the ethical issues that may arise due to the politicization of bureaucracy.

Ans:

This case revolves around Vinod, an honest IAS officer, who becomes the Managing Director of the State Road Transport Corporation amid allegations of corruption involving the Chairman. With evidence in hand, Vinod faces an ethical dilemma: expose the Chairman and risk his career, or navigate the political landscape. This highlights the ethical issues tied to bureaucracy's politicization.

Stakeholders Involved and their Interests:

- **Vinod:** His interests lie in maintaining his professional integrity while advancing in his career.
- **Chairman:** His interests revolve around preserving his position and the power associated with it.
- **Board Member from the Opposition Party:** Aims to leverage the situation to score political points and potentially dethrone the Chairman, enhancing his party's chances in the forthcoming elections.
- **Public:** The public's interest centers on seeing a transparent and accountable governance system.

Options Available to Vinod and Their Evaluation:

Option-1 Confronting the Chairman:

Pros:

- **Upholding Integrity:** Confronting the Chairman aligns with Vinod's duty to uphold integrity and ethics in his role as an IAS officer.
- **Potential for Reform:** Exposing corruption can lead to systemic reforms within the State Road Transport Corporation, benefiting the organization and the public.
- **Public Support:** Vinod may earn recognition and public support for his courage in fighting corruption, enhancing his reputation.

Cons:

- **Retaliation Risk:** Confronting the Chairman could result in retaliation, including threats to Vinod's career, safety, or personal life.
- **Political Maneuvering:** The Chairman's political influence may lead to efforts to discredit Vinod's claims or protect the Chairman's position, making it a challenging battle to win.
- **Risk of isolation:** Vinod might get isolated in his professional circle.

Option-2 Whistle-blowing:

Pros:

- **Promotes Transparency:** Whistle-blowing allows Vinod to expose the corruption and financial irregularities within the State Road Transport Corporation, promoting transparency.
- **Potential Reforms:** By revealing the misconduct, Vinod may catalyze reforms within the Corporation, leading to improved governance and accountability.
- **Ethical Fulfillment:** Whistle-blowing aligns with Vinod's ethical responsibilities as a civil servant and demonstrates his commitment to the public interest.
- **Encouraging Others:** This action can encourage other individuals to come forward with information on malpractices.

Cons:

- **Risk of Identity Exposure:** Inefficient handling of the issues can lead to identity revelation, subsequently subjecting Vinod to serious repercussions.
- **Legal Ramifications:** Vinod may have to face legal ramifications for breaching confidentiality.
- **Uncertain Outcomes:** The effectiveness of whistle-blowing in bringing about change or punishing wrongdoers is uncertain and may not yield immediate results.
- **Mental Stress:** Vinod may experience mental stress due to the continuous fear of exposure and potential repercussions.

Option-3 Cooperating with the Board Member:

Pros:

- **Increased Support:** Cooperating with the Board Member may lead to support and protection from a political group, potentially shielding Vinod from retaliation.
- **Leverage for Reforms:** Collaboration can give Vinod leverage to push for reforms within the State Road Transport Corporation, aiming to curb irregularities and promote transparency.
- **Access to Resources:** Working with a political party could provide Vinod access to resources, information, and legal assistance to build a stronger case against the Chairman.

Cons:

- **Ethical Dilemma:** Collaborating with a political party for personal gain may compromise Vinod's ethical principles and integrity as a civil servant.
- **Legal Risks:** Involvement in political maneuvers could expose Vinod to legal risks, potentially leading to investigations and consequences for his actions.
- **Political Uncertainty:** Depending on political alliances can be uncertain, as outcomes in elections may not always align with expectations, leaving Vinod in a vulnerable position.

Option-4 Internal Investigation

Pros:

- **Objective Approach:** Conducting an internal investigation demonstrates Vinod's commitment to

due process and fairness, allowing for an unbiased examination of alleged irregularities.

- **Evidence Gathering:** An internal investigation provides an opportunity to collect concrete evidence, ensuring a stronger case against the Chairman.
- **Confidentiality:** This approach maintains confidentiality, reducing the immediate risk of identity exposure or retaliation.
- **Potential for Reform:** If the investigation uncovers wrongdoing, it can lead to reforms within the Corporation, improving governance and accountability.

Cons:

- **Time-consuming:** Internal investigations can be time-consuming, potentially delaying actions against corruption.
- **Risk of Manipulation:** There's a risk of the investigation being manipulated, given the Chairman's influential position.
- **Potential Leaks:** Information about the investigation may leak, putting Vinod at risk of identity exposure or compromising the integrity of the process.
- **Repercussions:** If the Chairman becomes aware of the investigation, he may take countermeasures, potentially endangering Vinod's career or personal safety.

Ethical Issues Due to Politicization of Bureaucracy:

- **Conflict of Interest:** Vinod's predicament underscores the pervasive conflict of interest in bureaucratic settings, where personal and professional considerations clash amid increasing politicization.
- **Abuse of Power:** The Chairman's political connections and the bribe demand reflect potential abuse of power in government institutions.
- **Political Manipulation:** The Board Member's proposition to Vinod to expose the Chairman for political gain demonstrates how political manipulation can infiltrate bureaucratic decisions, potentially compromising the integrity of the process.
- **Trust in Public Institutions:** The allegations of corruption and irregularities in the State Road Transport Corporation raise ethical concerns regarding the public's faith in government organizations.

Way Forward

- **Ethical Leadership:** Vinod should lead by example, demonstrating unwavering integrity to set an ethical tone and inspire his team.
- **Prudent Decision-making:** Vinod should base his choices on ethical civil service principles, emphasizing transparency and accountability in governance.
- **Strengthening Institutional Mechanisms:** Implement robust frameworks to safeguard civil servants from political interference and empower them to prioritize societal well-being, exploring effective strategies for this purpose.

Conclusion

In facing this complex ethical dilemma, Vinod must remain steadfast in his role as a civil servant, upholding his ethical principles while prioritizing the public's welfare. This commitment can pave the way for greater transparency, accountability, and ethical leadership in the bureaucracy, ultimately benefiting society at large.

11. You have just been appointed as Additional Director General of Central Public Works Department. The Chief Architect of your division, who is to retire in six months, is passionately working on a very important project, the successful completion of which would earn him a lasting reputation for the rest of his life. A new lady architect, Seema, trained at Manchester School of Architecture, UK joined as Senior Architect in your division. During the briefing about the project, Seema made some suggestions which would not only add value to the project, but would also reduce completion time. This has made the Chief Architect insecure and he is constantly worried that all the credit will go to her. Subsequently, he adopted a passive and aggressive behaviour towards her and has become disrespectful to her. Seema felt it embarrassing as the Chief Architect left no chance of humiliating her. He would very often correct her in front of other colleagues and raise his voice while speaking to her. This continuous harassment has resulted in her losing confidence and self-esteem. She felt perpetually tensed, anxious and stressed. She appeared to be in awe of him since he has had a long tenure in the office and has vast experience in the area of her work. You are aware of her outstanding academic credentials and career record in her previous organisations. However, you fear that this harassment may result in compromising her much-needed contribution in this important project and may adversely impact her emotional well-being. You have also come to know from her peers that she is contemplating tendering her resignation.

- What are the ethical issues involved in the above case?
- What are the options available to you in order to complete the project as well as to retain Seema in the organization?
- What would be your response to Seema's predicament? What measures would you institute to prevent such occurrences from happening in your organization?

Ans:

In this scenario, a conflict has emerged between the Chief Architect, deeply committed to a critical project, and Seema, a talented architect with innovative ideas. This demands a thoughtful approach to navigate the ethical dilemmas at hand and find a balance that preserves Seema's contributions while ensuring the project's success.

Stakeholders Involved and Their Interests:

- **Seema:** Her interest lies in contributing effectively to the project, gaining recognition for her ideas, and working in a respectful and supportive environment.

- **Chief Architect:** He is concerned about his reputation and wishes to ensure that his contributions to the project are acknowledged.
- **Me (As Additional Director General):** I am interested in successfully completing the project, retaining valuable talent like Seema, and maintaining a harmonious work environment.
- **The Organization:** The organization's interest is in achieving project success, fostering a culture of respect and inclusivity, and preventing workplace issues that can affect productivity and employee retention.
- **Society at Large:** Society benefits from efficient and ethical public works projects, making it crucial to address workplace issues that may impact project outcomes.

Ethical Issues Involved:

- **Workplace Harassment:** The Chief Architect's aggressive and disrespectful behavior towards Seema, including humiliation and constant public correction, raises the issue of workplace harassment.
- **Unfair Competition:** The Chief Architect's insecurity and fear indicate a reluctance to recognize and appreciate the contributions of others. This unfair competition undermines the principles of collaboration and teamwork.
- **Gender Equality:** The Chief Architect's differential treatment of Seema, possibly influenced by gender bias, raises ethical concerns about gender discrimination in the workplace.
- **Suppression of Meritocracy:** The Chief Architect's efforts to impede Seema's career development undermine the principles of meritocracy and fairness.
- **Abuse of Power:** The Chief Architect's use of his senior position to belittle Seema reflects the concern of abuse of power, fostering a hostile work environment.
- **Failure to Uphold Organizational Values:** The Chief Architect's behavior is inconsistent with the values of professionalism, respect, and collaboration that an organization like the Central Public Works Department should uphold.

Options Available:

Option-1. Mediation and Conflict Resolution: Initiate mediation between Seema and the Chief Architect to address their issues and foster a conducive work environment.

Pros:

- Promotes open communication and understanding between Seema and the Chief Architect.
- Has the potential to resolve the conflict amicably, leading to a more harmonious work environment.
- Provides a structured process for addressing grievances and finding mutually agreeable solutions.

Cons:

- Success depends on the willingness of both parties to participate in mediation, which may not be guaranteed.

- Mediation can be time-consuming, potentially affecting project timelines.
- If confidentiality is breached during or after mediation, it can lead to further issues and distrust in the workplace.

Option-2. Training and Sensitization: Conduct workshops and training sessions on workplace ethics, respectful communication, and conflict resolution to create a harmonious work atmosphere.

Pros:

- Enhances the overall workplace culture by promoting respect and inclusivity.
- Provides a proactive approach to prevent future conflicts and incidents of harassment.
- Sends a strong message about the organization's commitment to ethical conduct.

Cons:

- It may take time to see the desired cultural changes.
- Some employees may resist or not fully engage in the training.
- Training alone may not resolve the existing conflict between Seema and the Chief Architect.

Option-3. Reassign Roles: Contemplating a reshuffling of roles could potentially defuse the tension while preserving the project's integrity.

Pros:

- Provides a short-term solution to reduce conflict and tension in the project.
- Allows Seema to work without the constant harassment from the Chief Architect.
- Preserves the project's integrity and Seema's contributions.

Cons:

- May not address the root cause of the Chief Architect's insecurity and aggressive behavior.
- Could be seen as avoiding the issue rather than confronting it directly.
- May require a reshuffling of responsibilities that could impact other team members or projects.

My Response to Seema's Predicament:

- **Personal Counselling and Supportive Guidance:** I'd offer Seema personal counseling, creating a safe space for her to openly address her concerns and providing guidance on handling the challenging situation with the Chief Architect.
- **Creation of Safe and Inclusive Workplace:** I'd reassure Seema that her contributions are highly valued, and she will receive fair and respectful treatment, fostering an environment conducive to her professional growth.
- **Confidential Reporting Mechanism:** I'd establish a confidential reporting system for Seema, ensuring her protection and prompt attention to her concerns.

Preventive Measures:

Following measures can help prevent such occurrences from happening in the future:

- **Anti-Harassment Policies:** Implement stringent policies aimed at curbing harassment and cultivating a workplace culture rooted in respect and inclusivity. **The Norwegian Working Environment Act serves as an inspiration.**
- **Recognition of Merit:** Promote a culture that celebrates meritocracy, valuing innovative contributions from individuals at all levels within the organization, **akin to the "Performance-Based Incentive Scheme" implemented in some organizations.**
- **Mentorship Program:** Establish a mentorship initiative that encourages the exchange of knowledge and experience between senior and junior employees, fostering mutual respect and professional growth.
- **Regular Feedback Mechanisms:** Institute routine feedback mechanisms, **similar to the "360-Degree Feedback" process** to maintain a healthy working environment, enabling the timely identification and resolution of issues before they escalate.

Conclusion

This case underscores the importance of upholding workplace values, necessitating a multi-pronged approach to effectively address Seema's situation. By fostering a culture of respect and inclusivity, the team can be guided towards achieving successful project completion while maintaining a harmonious work atmosphere.

- 12.** You hold a responsible position in a ministry in the government. One day in the morning you received a call from the school of your 11-year-old son that you are required to come and meet the Principal. You proceed to the school and find your son in the Principal's office. The Principal informs you that your son had been found wandering aimlessly in the grounds during the time classes were in progress. The class teacher further informs you that your son has lately become a loner and did not respond to questions in the class, he had also been unable to perform well in the football trials held recently. You bring your son back from the school and in the evening, you along with your wife try to find out the reasons for your son's changed behaviour. After repeated cajoling, your son shares that some children had been making fun of him in the class as well as in the WhatsApp group of the students by calling him stunted, duh and a frog. He tells you the names of a few children who are the main culprits but pleads with you to let the matter rest. After a few days, during a sporting event, where you and your wife have gone to watch your son play, one of your colleague's son shows you a video in which students have caricatured your son. Further, he also points out to the perpetrators who

were sitting in the stands. You purposefully walk past them with your son and go home. Next day, you find on social media, a video denigrating you, your son and even your wife, stating that you engaged in physical bullying of children on the sports field. The video became viral on social media. Your friends and colleagues began calling you to find out the details. One of your juniors advised you to make a counter video giving the background and explaining that nothing had happened on the field. You, in turn posted a video which you have captured during the sporting event, identifying the likely perpetrators who were responsible for your son's predicament. You have also narrated what has actually happened in the field and made attempts to bring out the adverse effects of the misuse of social media.

- Based on the above case study, discuss the ethical issues involved in the use of social media.
- Discuss the pros and cons of using social media by you to put across the facts to counter the fake propaganda against your family.

Ans:

In a rapidly digitizing world, the potent influence of social media is undeniable. The given case study illustrates how this influential tool can both exacerbate and potentially alleviate complex social issues. The case study paints a vivid picture of a child's struggle with bullying and the subsequent use of social media to address the situation. This scenario prompts ethical concerns surrounding reputation, socialization, and the impact of digital platforms in today's interconnected society.

Stakeholders Involved and Their Interests:

- **The Family (Me, my wife, and my son):** The primary interest is to safeguard the family's dignity, protect the child from bullying, and seek justice for the false allegations.
- **Classmates Responsible for Bullying:** The classmates responsible for bullying may have varying interests, ranging from potentially wanting to maintain their actions to feeling remorse and seeking reconciliation.
- **School Administration (Principal and Class Teacher):** The school administration, including the Principal and the class teacher, is interested in maintaining discipline within the school and effectively addressing the bullying issue. Moreover, their interests lie in nurturing students who are responsible digital citizens.
- **Online Community:** The online community is interested in uncovering the truth behind the allegations and advocating for responsible social media use.
- **Friends and Colleagues:** as they are interested in gaining insight into the situation and providing support to me and my family.

- **Wider Society:** The wider society is concerned about issues related to bullying, cyberbullying, and the responsible use of social media.

Ethical Issues Involved in the Use of Social Media:

- **Cyberbullying and Harassment:** The initial ethical issue arises from the children's actions, where they are found to be engaged in cyberbullying and harassment of the protagonist's son through social media platforms, causing emotional distress and negatively affecting the child's mental well-being.
- **Privacy and Consent:** The publication of the video without the consent of the protagonist, his son, and other affected parties raises concerns about privacy and consent.
- **Spread of False Information:** The case highlights the rapid spread of false information and rumors on social media platforms, leading to misinformation and defamation.
- **Viral Shaming Culture:** The widespread sharing of the video and subsequent public humiliation of the protagonist's family on social media reflects the emergence of a harmful viral shaming culture, posing concerns about reputation damage and psychological well-being.
- **Responsibility and Accountability:** The protagonist's decision to publicly identify and accuse the alleged perpetrators of bullying on social media raises questions of responsibility and accountability. While addressing the issue is important, it should be done in a way that does not harm innocent parties or violate their rights.

Pros and Cons of Using Social Media to Counter Fake Propaganda:

Pros:

- **Factual Clarification:** Posting a counter video on social media allows for immediate and factual clarification of the situation, ensuring that the truth is presented clearly.
- **Awareness and Education:** Using social media provides an opportunity to raise awareness about the adverse effects of cyberbullying and the misuse of social media, educating the public on responsible online behavior.
- **Mental Peace:** Addressing false propaganda on social media can provide a sense of relief and mental peace by setting the record straight and reducing the emotional distress caused by false accusations.

Cons:

- **Potential Escalation:** Responding on social media carries the risk of escalating the situation, as it may lead to further online conflicts, negative comments, and harassment.
- **Dignity and Professional Stature:** As a person holding a responsible position in a government ministry, engaging in a social media confrontation might not be seen as befitting of your professional stature, potentially adversely affecting your image.
- **Unintended Consequences for the Perpetrators:** While using social media to identify the alleged perpetrators may seem justifiable, it can also have unintended consequences, potentially spiraling into a larger issue that could involve their families as well, thereby raising legal and ethical concerns.

Appropriate Action in this Regard:

- **Report to Concerned Authorities:** As a responsible government official, the protagonist should consider reporting the incidents of cyberbullying and harassment to the relevant school authorities and education department to ensure that appropriate action is taken against the perpetrators within the school environment.
- **Community Sensitization:** To address the issue at a broader level, the protagonist could work with school authorities to organize awareness programs and workshops on responsible and ethical use of social media, cyberbullying prevention, and mental health support for students.
- **Encouraging Open Dialogue:** Promote open communication between parents, teachers, and students to create a supportive environment where children can discuss their concerns and experiences without fear of retribution.
- **Personal Reflection and Self-Regulation:** Encourage the son to reflect on the situation, develop strategies for self-regulation in handling online interactions, and consider seeking professional help or counseling if needed.

Conclusion

This case vividly illustrates the ethical complexities of social media use in today's interconnected world and the urgent need for responsible online behavior, digital literacy, and empathy. A proactive approach involving all stakeholders—parents, educators, and policymakers—is imperative to navigate these challenges, fostering awareness and promoting ethical online conduct for a safer digital environment, where individuals' dignity and well-being are upheld.



ETHICS, INTEGRITY & APTITUDE

For Civil Services Examination



Sumit Rewri is a renowned faculty for Ethics and PSIR with 8+ years of teaching and mentorship experience. He has always believed in transforming and revolutionising education system. He is the founder of OnlyIAS and presently the CEO of PW OnlyIAS.

Through OnlyIAS, he helped thousands of students prepare for the UPSC Civil Services Examination. He has built a strong community of 1.33 million+ students on the OnlyIAS YouTube channel. He was also

an aspirant of UPSC and had cleared various government exams before he started preparing for UPSC CSE exam. He founded OnlyIAS during his preparation in 2016. He appeared multiple times in the UPSC Interview. But later, he decided to teach UPSC aspirants. He is renowned for his editorial discussion of leading newspapers.

He is the progenitor of the famous CTR Model of teaching in UPSC CSE. At PW OnlyIAS, his focus is to provide UPSC aspirants best technology-enhanced educational content and that too at very affordable prices. He is an engineering graduate and worked at TCS until 2014 post which his destiny turned towards the field of UPSC.



- B-3, 37-38-39, Ansal Building, Comm. Complex,
Dr. Mukherjee Nagar, Delhi-110009
- 7303277748, 011-45082119
- knowledgeindia2019@gmail.com
- www.examkar.com

