

Previous Years' Model Answers

Civil Services (Mains) GS PAPER IV-2013 Solutions (Ethics, Integrity and Aptitude)

Section A

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

Answer: Ethics and values are related but different concepts. Ethics prescribe what is or is not considered appropriate behaviour in living one's life. Standards such as honesty, truthfulness, fairness, and humaneness usually are used in making ethical judgments of rightness and wrongness in human behaviour.

Values on other hand can be defined as those things that are important or valued by someone. Values describe what is important in a person's life. Basically they are the standards on the basis of which we evaluate something or make judgement about how desirable or undesirable things are to us. **One can say that all ethics are values, but all values are not ethics.** Values such as bravery, achievement are usually not ethics. We may have other type of values like aesthetic values, scientific values and constitutional values. Ethical values are called ethics.

It is very important to be ethical in the performance of one's duty. Competence without ethics is very risky. An unethical person can only bring harm to the society, because professional competency, devoid of an ethical base, can be effectively used to harm the organization and society -

- i. **Public service:** Good governance and ethical governance cannot be achieved without ethical consideration.
- ii. **Work culture:** Daniel Goleman asserts that 80% of success at work place is due to emotional quotient and 20% due to intelligence quotient. Without ethics at workplace and work culture, interpersonal relationship cannot be maintained.
- iii. **Social responsibility:** ex. – a pharmaceutical company will not make medicine for diseases specific to poor tribals who are less in number as cost recovery will be low, without CSR in profession.
- iv. **Circumvention of law:** Recently Supreme Court of India banned the sale of diesel vehicles above 2000CC in Delhi to curb pollution. A company with environmental value will follow the order. But lack of such values will result in circumvention. For instance, one Indian company came up with diesel SUVs of 1900 CC.
- v. **National interest:** Many competent companies are involved in bribery and kickbacks in government tenders, evasion of taxes etc. that hurt the socio-economic development of the nation.

Hence we must follow the message of the quote by Samuel Johnson 'Integrity without knowledge is weak and useless, but knowledge without integrity is dangerous and dreadful'.

2. *a) What do you understand by the following terms in the context of public service?*
(5 terms X 3 marks each=15 marks | 250 words)

- | | |
|--------------------------|------------------|
| i. Integrity | ii. Perseverance |
| iii. Spirit of service | iv. Commitment |
| v. Courage of conviction | |

b) *Indicate two more attributes which you consider important for public service. Justify your answer.*

(10 marks | 100 words)

Answer a)

- i. Integrity:** Integrity means to be honest and consistent in thought, speech and action. It refers to the quality of eliminating the gap between what we think, what we say and what we do. It is the integration of ideals, convictions, standards, beliefs and behaviour. A public servant having integrity is never influenced by temptations and pressures from outside (like corruption) as he or she would only respond to one's conscience and the code of conduct followed in his organization. As per 2nd ARC, a civil servant with impeccable integrity must always work for public interest rather than personal interest in official working.
- ii. Perseverance:** refers to steady persistence shown by a civil servant in achieving a particular goal in spite of difficulties and discouragement. Perseverance leads to dedication, which happens to be an important value especially when work conditions are poor and often adverse.

Bringing socio-economic changes like reducing poverty, improving health condition, international negotiations etc. does take time. Hence perseverance is important value for a civil servant. Examples include personalities like Ashok khemka, Mahatma Gandhi etc.

- iii. Spirit of service:** it refers to the quality of the character that encourages one to pursue the goals of the organization with diligence and devotion. The other values of love, sympathy, fairness, compassion and forgiveness are inherited in the spirit of service value. It's an act of applying oneself intellectually, emotionally and physically towards the welfare of others irrespective of your own benefits and costs. It is important especially when there is scarcity of resources. For example recently DM of Manipur built road by pooling money by various stakeholders.

New emerging challenges like disaster management, migration to digital ecosystem, issues in cooperative federalism etc. with old, persistent and humungous problem of poverty and illiteracy calls for spirit of service to energize and transform our nation.

- iv. Commitment:** Commitment is the glue that bonds one with one's goals. It involves dedicating oneself towards an organization or goal through a formal or informal obligation. Commitment brings joy, passion and zeal to work which is very important in civil services as the bureaucrats are not only involved in maintenance work but also in developmental work which requires more energy, hard work and persistence.
- v. Courage of conviction:** it refers to the attribute of the public servants to serve the society from the perspective of his convictions as well as from the perspective of organizational goals and objectives. It is the ability to stand for one's decision even in adverse situation. Due to high level of political corruption, hostile work environment, non-cooperating citizens in militant or naxal prone areas etc., civil servants need to have courage of conviction to maintain their integrity and act on higher civil service value of public service. Examples include officers like Satyendra Dubey and S. Manjunath who gave their life to fight corruption in civil services.

- b)** Apart from the above qualities, a civil servant must have justice and compassion in his heart. Aristotle has said that it is in justice that the ordering of society is centered. Justice brings unity and cohesion in society. If a civil servant values justice, then only he'll be able to take fair and ethical decisions. Like the principle of justice, 'equals shall be treated alike but unequals shall be treated unequally' will help the civil servant in giving equal consideration to everyone as well as special treatment to the deprived sections of society. The value of compassion is in the roots of every ethical society. Only when a civil servant put others welfare and society's development before his personal wellbeing, then only he'll be able to serve people in the most appropriate manner. A desire to take action should be very strong to implement the policies of the government.

Note: One can also write prudence or temperance in place of compassion. Candidates can take cue from Plato's four cardinal virtues.

- 3. Some people feel that values keep changing with time and situation, while others strongly believe that there are certain universal and eternal human values. Give your perception in this regard with due justification. (10 marks | 150 words)**

Answer: Values are the yardsticks that help us to judge the things we see around us. Since every individual is different because of his genetic structure and environment, one can say that different individuals value different things and events. Values keep changing in degree and meaning with change in time, place or person.

Since the moral principles and ethical standards differ with different society, it is inappropriate to regard values as universal and eternal. Thus, we see different things being appreciated or shunned in different societies to a varying degree. Like caste system is valued in Indian society but it may not be relevant in the European countries.

Many values emanate from constitution and law of the land and keeps changing with them. Supreme Court of India has accepted living relation as part of marriage. Many countries are legalizing same sex marriages. Hence values and their importance may change with time.

However, it is also true that with the advancement of civilization and with growing connectivity, there have been certain standards which are valued everywhere like honesty, trust, democracy and fraternity. UN Charter and universal declaration on Human Rights are based on the idea of ethical universalism only. But even these values can have different meanings in different contexts. For example, value of secularism is adopted by most democratic governments yet its meaning is different in France and India.

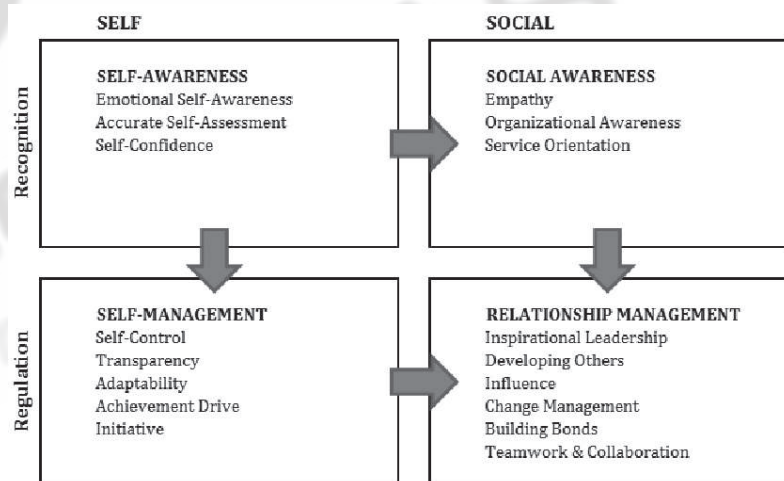
The acceptance of a value might be universally valid, but its nature in a particular society varies according to the times and needs of the society. The main purpose of the values is to guide the human beings towards happiness. Thus, the nature of values adapts with time to ensure this aim of the human society.

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

Answer: Emotional Intelligence refers to the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically. It is the ability to understand the emotions of the others and yours and act tactfully for mutual benefit.

Development of emotional intelligence requires training of the mind in making decisions in different types of situations. To be emotionally intelligent, one needs to develop a self-realization. It is very important to know oneself and what affects us in different ways.

It is important to have an exposure to the different emotional situations. By facing different kinds of emotional situations, we develop our ability to face different kinds of people and circumstances. In this regard, it is important to have an empathetic attitude towards others. We must be able to put our self in other person's place and look the problems from his perspective. Only when we are able to understand and feel what others feel, can we communicate better.



Emotional Intelligence is one of the main factors that decide the effectiveness of our decisions –

- Emotionally intelligent people can understand suffering of others. Hence he/she will keep away from activities that cause pain and suffering to poor in invisible manner like financial corruption.
- In governance, EI can lead to better implementation of programs on poverty alleviation, tribal welfare, farmer's productivity etc., thus ensuring justice and inclusive growth.
- Emotionally intelligent person acts in an ethically just way, and acts in an empathetic way. Thus, he ensures that the rights of the others are not violated.
- An emotionally intelligent person can take the decisions in accordance to the needs of time and circumstances. Moreover, a person, who is emotionally intelligent, is aware of his values and principles. Such a person is not moved by materialistic short-term goals. Rather, his decisions are guided by the broader concerns.
- Emotional intelligence leads to self-control which helps in behaving in an ethical manner during the time

of aggression or anger. As we all know that most of the deviations from ethical behavior are shown during the time of war or grudge.

Great personalities like Gandhi ji, Jawaharlal Nehru, mother Teresa all have shown high EI.

5. a) *What do you understand by the term ‘voice of conscience’? How do you prepare yourself to heed to the voice of conscience?* (10 marks| 150 words)
 b) *What is meant by ‘crisis of conscience’? Narrate one incident in your life when you were faced with such a crisis and how you resolved the same.* (10 marks| 150 words)

Answer :

(a) Voice of conscience is the suggestion of our true moral self that guides us when we are faced with critical situations. Conscience in itself is the voice of the Self, which says ‘yes or ‘no’ when we are involved in a moral struggle. It raises the voice of protest whenever anything is thought of or done contrary to the values.

A great significance is linked to the voice of conscience because it has a pure ethical nature and is inherent in the human soul. Our exterior nature might be misled by materialistic urges; but our true self will always push us towards ethical conduct.

In order to integrate our actions with the voice of conscience, we must listen and reflect what is ethical for a given situation. We must not act in haste. Rather, we must reflect on our decisions, and evaluate why it is good/bad.

- One should also practice Yoga and meditation as it helps us to get linked with our inner self.
- As per Socrates, one should always try to enhance one's knowledge as it will lead to education of conscience.
- Moral reasoning and moral courage are two most important attributes which must be developed to act as per the voice of our conscience.

Thus, one must never shun one's voice of conscience, as, by doing so, one suppresses one's higher self and degrades one's soul. Only a self-reflective person can heed to the voice of conscience.

(b) Crisis of Conscience refers to the awkward situation when one's actions are contrary to one's beliefs and values. Sometimes, we are not able to act in the way that is in compliance to our values and principles. Either due to some external exigencies or material greed, we, sometimes, sideline our voice of conscience and act in a contrary way. This, if done for a material greed, degrades our human nature and suppresses our conscience. However, there are also circumstances when, due to some external reasons beyond our control, we are not able to act according to our beliefs. Such situations create a feeling of guilt and shame. Again, it shows absence of moral courage and more priority to social wellbeing rather than moral integrity. Crises also happen when a person is not able to take a decision in situation of ethical dilemmas and moral tragedies.

Incidence from Life-during the time of Diwali, I took firecrackers to the school, which is obviously not allowed. However, because of the fear to get caught, I hide them in one of my classmate's bag. Unfortunately, my classmate got caught during a checking drive and was reprimanded by the class teacher. I got so scared that I did not speak truth to the class teacher. Even though I wanted to save my classmate from getting punished for my wrongdoings, yet, I sidelined my voice of conscience due to the fear of getting punished by the teacher.

6. *Given below are three quotations of great moral thinkers/philosophers. For each of these quotations, bring out what it means to you in the present context:*

(each quote for 10 marks and 150 words = total 30 marks)

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

Answer:

6. (a) By the given statement, Mahatma Gandhi tried to argue that we can lead a happy and satisfactory life only by being content with what we have. Greed is the source of all evil. It is the individual's greed

that makes two parties confront each other in a cutthroat competition. Gandhi always condemned western commercialization and imperialism as disease largely because it shows the greed for materialism. They believed in limitless expansion of capitalism and this results in exploitation of weaker sections.

Even Bhagwad Gita has called greed one of the six enemies of mind. Buddha also compares greed with poison. Mahabharata happened because of the greed of Duryodhana only.

In the present context, this idea is very important, as there is an urgent need in the society for being content with what one earns through legitimate means. Greed knows no limits (ex. Vijay Mallya). That is why, we see greedy people running after their material urges endlessly, and compromising their core values. This is a sign of moral degradation of the individual as well as the society.

Following Gandhi's idea, we can construct a harmonious society, marked by peace and cooperation. Whereas, a society characterized by greedy people can only face conflicts and wars. Environmental degradation, ecological imbalance, raising inequalities, raising crime rate are some manifestations of greed only. Being content with one's earning is the foundation of cultivating a moral-ethical character.

Thus, in today's society it is a necessity to cultivate this value among the people, and more particularly among the public servants, as they are responsible for bringing good to the society.

6. (b) Lincoln, in the given statement has argued that the real test of a man's character is taken by giving him power and authority. Every man has been endowed with certain attributes that can help him in facing adverse situations. However, only a man of noble character is able to withstand the urges of greed and tyranny, even when he has enormous amount of power.

In the present society, this argument holds great lessons for those who are responsible to the people. Like many candidates from humble background clear civil services exam but later on, they forget about the needs of poor and become part of power elite.

Power and authority provides a person with various options to further his self-interests. Anna Hazare movement against corruption in 2011 is also an example where many leaders showed their true character once they become the part of government.

The present society has been suffering at the hands of such people, who come to power somehow, but are unable to resist the compelling forces of wealth and authority.

However, they are people like Arvind Kejriwal, actor Rajnikant, APJ Abdul Kalam, who remained humble even when they enough power to dominate the circumstances.

6. (c) Aristotle, through the given statement argues that it is easy to confront and overcome one's enemy, but it is more difficult to confront the desires inside us. Confronting an enemy is a compulsion for an individual. However, to confront one's desires is a much difficult task, as it involves resisting the urges of the materialistic pleasures.

In Quran also, fighting the wrong present within us (higher Jihad) has been given priority over fighting the wrong present in your external world (lower Jihad).

Gandhi ji also gave higher importance to fight the inner enemies like lust, greed, anger, hedonism before the threat present outside. In 1930s (after the communal award), he called for Indian society to first rectify inner problems and then fight against British imperialism.

Often we ourselves become the biggest hurdle in our way to rightful living. The hedonistic instinct which psychologists like Sigmund Freud often talk about, keeps telling us to give more importance to our own pleasure and needs rather than the welfare of the society.

Only a person of high morality and character can resist the temptations of crude desires. The present society faces an acute form of this problem. Even highly qualified people fail to resist the temptations of material gains and pleasures. This becomes a sign of their moral weakness.

Thus, what is more difficult for an individual is to confront his own desires and interests, than to face his adversary. It takes a brave man to overcome his ego and correct himself before correcting others.

7. ***“The good of an individual is contained in the good of all.” What do you understand by this statement? How can this principle be implemented in public life? (10 marks| 150 words)***

Answer: Human beings are essentially social creatures. Interest of every individual is deeply linked with that of society. Thus, when the society blooms the individual benefits, while when the society decays, the individual suffers.

Many philosophers like Plato and Kant have argued that the origin of the human society itself lies in the need to cooperate between different individuals. Thus, society is seen as a social mechanism to fulfil the needs of the various constituent parts.

Gandhi ji for example always believed in the supremacy of ethical values and Sarvodaya (the good of all). Good for all is good for everyone. One should think about others before thinking about himself. The good of the individual is contained in the good of all. The philosophy of Sarvodaya is based on the concept of unity of existence i.e. the entire universe is permeated by the supreme god. It implies a perpetual fight against cruelty on human beings and animals.

Such a principle can be implemented in the public life, only through education and discipline. It is only when the individuals learn to cooperate and respect the rights of the others, that social progress can be made. Thus, education, as a means to bring a transformation in how the people think, can be an effective means.

Policy of inclusive growth and sustainable development are also based on this idea only. Present problems of internal security, poverty and communalism are also the result of breach of this idea.

Public culture shall be imbued with the values of cooperation, compassion and fraternity. Only when the people have a benevolent attitude towards their brethren, can they see themselves as an integral part of the society.

Thus, a strong ethical setup is required to integrate this idea with human actions in public life.

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

Answer: The purpose of politics as well as ethics is overlapping that is to maintain balance between individual and the society and welfare of all. The main debate about this issue pertains to the choice of means that should be taken to pursue the ends. In this regard, it should be noted that politics, without ethics, is purposeless. Politics, without an ethical base, will only become a means to perpetuate oppression and exploitation.

Though it is also true that in the era of coalition politics, criminalisation of politics and diverse demands and aspirations of people, it has become difficult for a politician to come in power and stay in power on ethical grounds. But, losing ethical grounds for the sake of power leads to the destruction of the basic objective of coming in power.

It is only when politics is guided through an ethical framework that the good of the society is produced. Otherwise, politics becomes, what people call, a ‘dirty game of power’.

Gandhi ji also acknowledged this deep connection between politics and ethics, and imbued a deep spiritual spirit in his conception of politics. It is the morality which makes a difference between imperialism and democracy. Whereas, the politics of Hitler, which was devoid of any ethical grounds, became an exemplar of oppression and inhuman conduct.

Thus, it shall be concluded that ethics and politics are intertwined at the foundations. Without the companionship of one, the other loses shape and force.

Section-B

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

9. ***A Public Information Officer has received an application under RTI Act. Having gathered the information, the PIO discovers that the information pertains to some of the decisions taken by him, which were found to be not altogether right. There were other employees also who party to these decisions. Disclosure of the information is likely to lead to disciplinary action with possibility of***

punishment against him as well as some of his colleagues. Non-disclosure or part disclosure or camouflaged disclosure of information will result into lesser punishment or no punishment.

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

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

- i. 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.*
- ii. 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.*
- iii. 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.*
- iv. The PIO could consult his other colleagues who are party to the decision and take action as per their advice.*

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

Answer: The given case presents the test of integrity for a public servant. The PIO in present situation has to choose between –

- i.** Personal and professional wellbeing or safeguarding the virtue of honesty and integrity.
- ii.** Following the code of conduct and organisational values or loyalty towards and interest of coworkers.
- iii.** Do small manipulation to escape legal action or preserve the integrity of the process of RTI.
- iv.** Use pretext of his honest career so far to escape or take the responsibility of what he has done.

Option 1: Refer matter to superior and seek advice

The first option of referring the matter to the superior will make it easy to come out from a dilemma for the PIO and he'll also get the support of his senior in defending the decision. But such action may lead to dissonance and guilt if the decision of superior is not in congruence with the morality of the PIO. PIO is a man of conscience which will never allow him to go with this option.

Option 3: small manipulation

The third option of weighing the consequences will be a planned loss of integrity. A little compromise will prevent his career from any risk but on the other hand will show absence of courage of convictions and fear of taking the responsibility. Moreover, deliberately hiding information is punishable under RTI act. Also, full information can be disclosed later on which can seriously damage the honest and conscientious image of the PIO. Corruption is addictive in nature. Thus doing the second wrong to hide the first wrong will push the IPO towards immoral behaviour in long run.

Option 4: Try to escape from taking responsibility

The fourth option of consulting with the colleagues seems to be fine on surface, as they are also involve in the situation and they will also face the repercussions of the decision made by PIO. But acting solely according to their advice may again go against the conscience and honesty of PIO as the advice rendered may be unethical. It will also go against the principles of natural justice and the PIO may held responsible for the decision of others.

Option 2: Transfer of case

The second option of going on leave or transfer of case seems to be the ideal one as the situation also leads to conflict of interest. A person should not be a judge of his own case. The other PIO will be able to take the decision in a more objective and impartial manner. It will also save the PIO from any allegation of bias on the future.

PIO should also disclose the information completely without compromising on any information or content to his successor highlighting that the decision was taken in a bonafide manner and not in a malafide manner.

Moreover, to err is human. A person should only be punished for intentional wrongdoings. This will be taken into regard if the case is investigated in future. Thus, PIO must show the courage to take moral responsibility of his act.

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

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

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

Answer: The case presents following ethical dilemma –

- a) Timely service delivery vs Quality service delivery.**
- b) Going with the self-judgement or obedience to superior's judgement.**

The case also involves following issues and values –

- a) Flyover as a public good.**
- b) Loss of life, resource and trust & faith in government in case of accident due to faulty construction design.**
- c) Lack of spirit of public service, dedication and diligence in public servants in public service delivery.**
- d) Courage and prudence in the executive officer to handle the situation.**
- e) Optimal utilization of public resources.**

As per first option, following the advice of the Chief Engineer and going ahead means that I am following the orders as per organizational hierarchy. This may save me from adverse action in the future if anything unfortunate happens. Moreover, the project should also be completed in time. But since I am convinced that this is a serious matter, which might affect public safety and should not be left unaddressed, ethically I should not let the issue go out of hand. This will be serious breach of my official duty and professional ethics. Moreover, accepting oral advice of chief engineer can put me in a problem in the future, as onus of responsibility will come on me.

Going with second option of making an exhaustive report of the situation bringing out all facts and analyses along with your own viewpoints stated clearly and seeking for written orders from the chief Engineer means that I will be putting all my concerns on writing and asking for the senior's orders on the given issue. Here I will be fulfilling my duty to address the issue to the senior. But here I am not taking an independent stand. I am fulfilling the duty of an employee but not of a public servant because I am convinced about the seriousness of the matter.

Calling for explanation from the Junior Engineers and issuing orders to the contractor for necessary correction within targeted time means that I will be taking an independent stand on the issue. Moreover, Junior Engineers have been regularly reporting that all construction is taking place as per design specification, so asking for explanation from them is necessary. At the same time, remedial measures like asking the contractor for necessary correction within targeted time can be helpful. But this action may delay the completion of the work.

Highlighting the issue so that it reaches superiors above the Chief Engineer may bring the issue into the notice of higher authorities. Moreover, I will not be held liable for any delay or untoward incident happening in the future. But it may create speculation and can cause un-necessary harm to the institution. Moreover, the most important work is to ensure public safety, so immediate necessary steps need to be taken. So, remedial measures need to be taken without waiting for anyone's order so that any further loss can be avoided.

Considering the rigid attitude of the Chief Engineer, seeking transfer from the project or reporting sick can save me from any adverse action if any unfortunate incident happens in the future. But it is totally unethical on my part to risk the public safety at any cost, be it my job. Moreover as a public servant, I should handle these situations in an intelligent manner so that public safety, which is of prime importance, shall never be compromised.

One cannot ignore long-term harm for short-term benefit. Ignoring the problems will only increase them in future. I should prepare a comprehensive report and should send it to all concerned authorities. For the time being, written orders must be given to junior engineers to make the necessary rectifications.

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

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

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

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

(25 marks | 300 words)

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

Answer: The case involves various ethical issues as follows –

- Child labour and violation of child rights** – child labour is a very severe problem in India and the world. It hampers physical, mental, emotional and spiritual development of children. They are denied the right of happy childhood. Their constitutional right to get education is also denied. Fundamental duty of parents to provide education to their children is also not fulfilled.
- Economic development of backward region** – No doubt employment of children is illegal and immoral. However, laws must be implemented such that local economy is not hurt.
- Respect for the law of the land** - As per the recent regulations of the government of India, employing children below 14 years of age is completely banned in all occupations and processes. Employment of children as domestic help and at road-side eateries, restaurants and tea stalls was banned in 2006.

- iv. Injustice to children as the burden of economic development will fall upon them but the benefit will be shifted to other members of society.
- v. Demographic dividend as a common good will also get destroyed if this thing is allowed to continue.
- vi. My virtues of empathy and compassion towards poor children will also get compromised which may also bring crises of conscience.
- b) Following action can be taken by me to curb the practice of child labour:
- **Information dissemination –**
 - Awareness of tough laws against child labour could act as a tool of persuasion, by creating fear.
 - Information about Right to education, midday meal scheme etc. where government provides free of cost services would encourage parents to send children to schools.
 - **Law enforcement –**
 - Licenses of all units of manufacturing clusters of firecrackers and matches should be reviewed thoroughly.
 - Look for details of all employees of these units like birth certificate, aadhar card or any other age proof.
 - If there is absence of birth certificates or any other age-proof certificates, then age should be confirmed through appropriate medical examination.
 - Those employees who are found to be less than 14 years of age should be either sent to their parents or orphanages. All of them should be provided with education and health facilities.
 - Those employers who are found guilty should be prosecuted as per law. Moreover, their licenses should be cancelled. Strict warning should be issued regarding the same.
 - Orders should be issued to concerned authorities to go for regular inspections.
 - **Skill development** - vocational training courses provided by government must be implemented and made available to all students. This will incentivise them to acquire training and get better job instead of engaging in premature employment.
 - Proper mechanism, using e-governance, should be put in place to regulate the concerned sector.
 - **Persuasion –**
 - Awareness programs for the parents to be launched regarding various schemes of government for children.
 - Highlighting the long term benefit of educating children.
 - Social influence through institutions like gram sabha, ASHA workers, office of BDO etc to educate children.

Children are asset of nation. They are trustees of growth and prosperity. They must be given the opportunity to prepare them for this role by rescuing them from child labour.

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

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

Answer: The case study presents various ethical dilemmas in the given situation –

- i. Maintaining the integrity of the process of recruitment or short-term benefit of getting the grant for the institute cleared.
 - ii. My professional responsibility as the head of the institute to work for the interest of the institute or professional ethics of fair and equal treat of all the candidate applying for the post.
- a) I have following options available with me:
- i. Accept the offer given by PS.
 - ii. Discuss the matter with my colleagues and act according to their advice.
 - iii. Reject the offer and filing complaint against the PS.

b) Accepting the offer given by PS will lead to sanction of funds and modernisation of institute which will further increase my wellbeing. But it will lead to the destruction of professional ethics of honesty, objectivity and impartiality. It will also be injustice to candidates applying for the post. Such decision will bring incompetency in organisation as a professor without merit will be selected. It will go against the principles of teaching and will also affect the ethical values of students of the institute. An institute is born not by infrastructure but by great teachers.

Second option or discussing the matter will again lead to ambiguity and confusion as I am the final decision making authority. But one can use this option to see the ethical framework of your colleagues and subordinates. A wrong thing will remain wrong even if it is supported by the majority.

The last option of rejecting the offer seems to be the most correct in present situation. I'll say a clear no to the PS of senior functionary and will ensure that all the selections are made strictly on the basis of merit. Further a written complaint will be sent to the head of the fund releasing department regarding how funds are deliberately delayed to the institute and the kind of unprofessional demands we are getting from his department. I'll also bring the event under the light of ethical committee of the department so that I can curb any such practices and hence, discourage all such similar incidents from happening in the future.

Technical research institutes were said to be temple of modern India by our first Prime Minister Pt. Jawaharlal Lal Nehru. Hence its sanctity must be maintained by keeping it free of any form of corruption.

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

a) **What are the options available to you?**

b) **Evaluate each of these options and choose the option which you would adopt, giving reasons.**

Answer: Following are issues and values involved in the case -

- i. Probity in governance for socio-economic development
- ii. Work culture in the Ministry
- iii. Favoritism and nepotism
- iv. Fairness and justice to all builders and contractors
- v. Abiding by the oath of secrecy
- vi. Pressure of corruption for the seniors to honest officers
- vii. Professional wellbeing of the senior officer
- viii. Value of courage and fortitude of the senior officer.
- ix. Ethical governance

a) Different options available with me in this case are:

- i. Complying with the orders and disclosing the information
- ii. Requesting the senior to ask someone else to disclose the information
- iii. Asking senior to give orders in writing
- iv. Saying no to the order as well as taking steps to prevent your senior to disclose the information to the builder

b) Complying with the order will let me win the confidence of my senior thus increased chance of timely promotions and good remarks in performance evaluation. Since builder has done quality work for the government, it can be given as a reward which will also motivate him to further increase his quality. It is also my duty to follow the orders of my senior. However, taking such action is strictly against the professional ethics of public service and will also go against the foundational values of objectivity and impartiality. It will

also go against my oath of secrecy. Builder has got his reward for good quality work by getting the contracts and it is highly possible that leaking of information will lead to speculations, rumours and increase in property rates thus benefitting the builder but increasing the cost for common people.

Requesting the senior to ask someone else will free me from any obligation without making any harm but there is not much difference between doing the wrong thing and letting others to do wrong things without taking any action. I will also lose opportunity to improve the work culture of the ministry. As per Kant's categorical imperative one has to act as per one's moral duty in every circumstance.

Asking the senior to give orders in writing will again free me from the obligation as my senior will never do it. Such written order will be like signing your own death order. But it is highly possible that my senior will ask someone else to disclose the information.

The last option of saying no to the order seems to be the most appropriate. I'll further take steps by filing a complaint to the ethics committee of the department thus ensuring action against my superior and further setting precedence that any kind of favouritism will be dealt with strict action. I must ensure that the integrity of myself and my institution is maintained.

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

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

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

a) *What are the options available to you?*

b) *Evaluate each of these options and choose the option you would adopt, giving reasons.*

Answer: As an executive director, the present situation puts me in a dilemma where I have to choose between company's profitability and efficiency or acknowledging the basic rights and self-respect of my women employees. Being very effective and hard working at work place does not make a person free from any kind of criminal liability. The issue also comes under the act of sexual harassment at work place, which is against law.

a) Various options available with me are:

i. Not taking any action against Mr. A and accept Mrs. X resignation.

ii. Giving a warning to Mr. A and asking Mrs. X to forgive him.

iii. Asking for a written complaint from Mrs. X and taking strong action against Mr. A

b) The first option of not taking any action would save the star performer of the company which will further increase the profitability, brand value and efficiency of the company. Resignation given by Mrs. X will cool down the Situation for the time being and things will go smoothly.

However, work culture of the organization will suffer. Male employees will think that they can do anything if they are efficient. Daniel Goleman asserts that 80% of success at work place is due to emotional quotient and 20% due to intelligence quotient. Such inaction will de-motivate other women employees thus reducing their efficiency or they may also leave the organisation thus losing competent work force.

It will also be set a bad example in the society and will reinforce the stereotype that it is not good for women to work.

Such inaction will also hurt the dignity of Mrs. X and will take away her right to work. Sexual harassment results in violation of the fundamental rights of a woman to equality under articles 14 and 15 of the Constitution of India and her right to life and to live with dignity under article 21 of the Constitution and

right to practice any profession or to carry on any occupation, trade or business under article 19(1)(f), which includes a right to a safe environment free from sexual harassment.

Also it will not be virtuous for me to go with the first option. I will be guilty in my own court of conscience. The second option of giving warning seems to be correct initially as it is a middle course and will pacify the situation without doing harm to my company. However, as per the details, my company is new in the market and any bad name or lenient handling may bring criticism. Secondly it is also against the law. If Mr. A is found guilty, a complaint should be immediately lodged with the local police under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 that seeks to protect women from sexual harassment at their place of work.

Also the attitude of Mr. A is completely wrong as I have received regular information about his conduct w.r.t to all female employees. His action of physically assaulting Mr. X is also a big crime which cannot be forgiven at any cost.

Thus the third option seems to be most appropriate. A committee with appropriate women members should be constituted to investigate the matter within a specified time frame and Mr. A will be punished accordingly. Strict action against Mr. A will increase the motivation of all employees; more trust and openness will be there leading to increased work efficiency. My company will develop a good name in the market for its ethical conduct and it is also quite possible that I'll get an even better employee as the replacement of Mr. A.

Individual employees are not bigger than the company. For long-term interest of the company, individuals must align themselves with the organizational values.

■■

Previous Years' Model Answers

Civil Services (Mains) GS PAPER IV-2014 Solutions (Ethics, Integrity and Aptitude)

Section - A

1. (a) *All human beings aspire for happiness. Do you agree? What does happiness mean to you? Explain with examples. (150 words, 10 marks)*

Answer: Happiness is an abstract and subjective idea. In psychology, happiness is a state of positive or pleasant emotions ranging from contentment to intense joy. However, in philosophy, it is a state of mind or a way of doing things. It has been equated with 'living a virtuous life' by many ancient Greek philosophers.

Western philosophy has often called happiness as the summum bonum of human life i.e. the highest purpose of life is happiness. Indian philosophy also says that moksha is the only source of true happiness. It is of such fundamental importance to the human condition that "life, liberty and the pursuit of happiness" were deemed unalienable rights by the United States Declaration of Independence. Thus, all individuals do aspire for happiness.

Happiness is a fuzzy concept and can mean various things to various people. To me it means the followings –

- i. Possession of moral value – like honesty, integrity, spirit of sacrifice etc. gives a sense of possession and happiness.
- ii. Freedom to act as per my conscience – and coercively higher authority does not impose a corrupt act on me.
- iii. Absence of inner dissonance and crisis of conscience – keeps me inherently happy.
- iv. Helping others when in need - makes me immensely happy. Eg- giving charity, serving hungry animals with food, helping a friend to shift to new place etc.

Happiness leads to, High self-esteem, optimism, freedom from stress, depression and anxiety, integration with society. Hence, we should deliberately find our happiness in the happiness of others.

- (b) *What does ethics seek to promote in human life? Why is it all the more important in public administration? (150 words, 10 marks)*

Answer: It is ethics, which differentiate humans from beasts:

- Wellbeing, emotional, mental, psychological and physical, of all human beings.
- Happiness in life - Being fair, honest and ethical is one of the basic human needs and thus its fulfilment leads to higher self-esteem and low dissonance.
- Ethics promotes credibility and hence trustworthiness - an individual who is believed to be driven by moral values is respected in the society.
- Social cohesion and unity – developed by justice and tolerance
- Greater enforcement of law. Often ethics succeeds law in safeguarding the society.
- Ethics promote ability to take decisions more quickly as it assists making choices.
- Ethics promotes higher order thinking and good for all.
- Ethics helps in achieving higher goals of life i.e. self-realization.

No government can get to the long distance without embracing ethical behavior. Ethics brings probity and good governance. It is the essence of true democracy and brings excellence in government activities. On the other

side, the biggest manifestation of loss of ethics in public administration is corruption. Other repercussions can be:

- Nepotism.
- Lawlessness
- Loss of trust in the administration
- Rise in inequalities
- Decrease in 3 E's: efficiency, economy and effectiveness
- Destruction of work culture

Thus, the consequences of loss of ethics are powerful enough to shape the destiny of an individual or any organization. SecondARC in its report on ethics in governance has said that apart from the requirement of ethics in government and private sector, there is need for ethics in every profession, voluntary organization and civil society structure as these entities are now vitally involved in the process of governance. Finally, there should be ethics in citizen behavior because such behavior impinges directly on ethics in government and administration.

2. (a) In the context of Defence services, 'patriotism' demands readiness to even lay down one's life in protecting the nation. According to you, what does patriotism imply in everyday civil life? Explain with illustrations and justify your answer. (150 words, 10 marks)

Answer: In civil life, patriotism generally does not demand lay down one's life but it does entail a lot of compassion, altruism and duties for the development of one's nation and society-

- To abide by the Constitution and uphold its principle.
- To pay regular taxes to support the government in its welfare effort.
- To fight corruption even if that means loss in professional and personal life and corruption holds back the socio-economic development of the nation.
- To be compassionate towards every section of people and animals to develop a cohesive and value-laden society.
- To put the interest of weak, vulnerable and needy before one's own interest. eg- helping an accident victim even if one gets late for own personal work.
- To have dedication and spirit of public service. Teachers, medical practitioners etc. must be ready to serve in remote areas.
- To abjure violence, biasness, prejudice and align oneself with the idea of democracy and values of constitution.

Thus, even an act of kindness towards poor or just keeping your environment clean by not littering is an act of patriotism because it serves the common goods of society.

(b) 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? (150 words, 10 marks)

Answer: Probity in public life are the standards that society expects those elected or appointed to public office to observe and maintain in the conduct of the public affairs to which they have been entrusted. It includes:

- Having strong moral knowledge, which is in line with our constitution.
- Decency in dealing with public.
- Integrity
- Strong positive emotions like dedication and compassion.

These standards are what safeguard the nation from corruption by politicians and public officials who have been given almost unrestricted access to public resources together with the power to take decisions that impact on the lives of everyone and the nation as a whole.

The absence of integrity and probity in public life is manifested in corruption which is a worldwide phenomenon. But its impact is strongest and most pervasive in developing states like India. Difficulties in practicing probity are:

- Lack ethical training due to which officials are equipped to deal external and internal corruption.

- Poor work culture.
- No incentive to adopt probity.
- Less accountability and transparency encourages corruption.
- Increased materialism in society
- Increasing consumerism
- Discretion encourages arbitrary behavior.
- monopoly

These difficulties can be overcome through:

- Value education
- Ethical training
- Transformational leadership
- Strong oversight through Parliament, law enforcement, independent media and a vibrant civil society
- Decentralization and people empowerment
- Good governance
- Code of ethics and a sound work culture
- High level of tolerance and dedication
- Positive attitude and strong emotional intelligence

3. (a) “Integrity without knowledge is weak and useless, but knowledge without integrity is dangerous and dreadful.” What do you understand by this statement? Explain your stand with illustrations from the modern context. (150 words, 10 marks)

Answer: The given statement by Samuel Johnson depicts the intrinsic relation between integrity and knowledge, both of which are essential components of governance and efficiency.

Knowledge influences our behavior and action. Lack of knowledge makes us prone to poor decision making and despite of integrity we may indulge in unethical actions. For instance:

- i. Youths who are joining ISIS lacks proper knowledge and interpretation of religion. Even though they may have integrity, they may do exactly as they believe, but their actions are deplorable.
- ii. Technical posts of strategic importance require secrecy to be maintained. People with integrity are most preferable for such posts and instances like “Scorpene submarine data leak” can be avoided. But without the technical knowledge integrity will be useless for such appointments.

Knowledge without integrity is dangerous and dreadful and circumvention of law becomes easy and chances of getting caught also diminish. This creates a risky situation for society. For instance:

- i. After recent ban on selling of diesel vehicles above 2000CC in Delhi to curb pollution, Mahindra comes with diesel SUVs of 1900 CC. This is a sheer disregard to environmental ethics and duty towards a common cause. Knowledge is used to get away with law.
- ii. High profile corporate scams like Satyam scam happened due to information and knowledge to manipulate public fund for private gain.
- iii. Insider trading takes place due to lack of integrity but access to information. Rajat Gupta case also highlights this relation.

Ashok Khemka, for example is a senior IAS officer of Haryana who recently unearthed irregularities in the Haryana seed development corporation. He had the knowledge of how the land deals occur in government functioning which helped him in recognizing the irregularities. However, the same officer would have used this knowledge for his profit if integrity would not have been there. He could have easily extorted money from the contractor thus making loss for the government and the state.

(b) “Human beings should always be treated as ‘ends’ in themselves and never as merely ‘means’.” Explain the meaning and significance of this statement, giving its implications in the modern techno-economic society. (150 words, 10 marks)

Answer: The philosopher Immanuel Kant once said, “Act so as to treat people always as ends in themselves, never as mere means”. The idea here is that everyone, insofar as he or she is a rational being, is intrinsically

valuable; we ought therefore to treat people as having a value all their own rather than merely as useful tools or devices by means of which we can satisfy our own goals or purposes. Other people are valuable not merely insofar as they can serve our purposes; they are also valuable in themselves.

The significance of this lies in the fact that it gives highest consideration to a human life. It provides a maxim which can be very useful in making ethical choices. Stability and equality can be achieved in the society by following this principle.

It is very important especially in the present society, which is dominated by technological innovations and neo-liberalism. Today, poor has become a tool for the rich to gain more. Recent Saradha scam for example shows how poor people were used as means. Workers welfare, proper rehabilitation of displaced tribals, welfare of old-aged etc. will be ensured in treating people as an end. Administrative and political corruption also treat humans as a mean to achieve the end of hedonism.

Similarly, technology should work for the mankind and not just for the profit. Development of nuclear, chemical and biological weapons, increasing cybercrime, and surrogacy, using poor to test new medicines etc. are some examples which have led to de-humanization of science and interest of few has overwhelmed the interest of the masses.

4. (a) Which eminent personality has inspired you the most in the context of ethical conduct in life? Give the gist of his/her teachings giving specific examples; describe how you have been able to apply these teachings for your own ethical development. (150 words, 10 marks)

Answer: It is the life of Mahatma Gandhi, which has played a major role in shaping my morality. Gandhi ji was a saint and a moral revolutionary who believed that peaceful solution of our problems was not only possible but was the only way to have a real solution. He had achieved a calmness of spirit and an integration of personality, which are reserved for the blessed few.

He absolutely stuck to the cardinal concepts of truth, non-violence and non- accumulation. Gandhism is not merely a political creed, it is a message. It is a philosophy of life. He was a firm believer that morality lies not only in ends but also in means. For example, the ChauriChaura Incident which led to suspension of Non-Cooperation Movement.

Gandhi ji has talked about seven deadly sins which have worked as a practical guide for me in day to day life. His talisman, which is based on the idea of 'Sarvodaya through Antodaya', is a heuristic to resolve ethical dilemmas of my life.

I have applied his teachings by:

- Respecting every religion while practicing one of them
- Doing right things in right way
- To do moral reasoning
- Respect women and disadvantaged
- Helping others and raising voice when required in peaceful manner
- Rectifying my inner problems before questioning the world.

He showed me how I can integrate my value system with my conduct and live accordingly. A person should be known by his actions rather than his thoughts. The sense of morality and the substance of ethics are never frozen and one should keep on experimenting in order to test his morals and thus becoming better in the process.

(b) There is a heavy ethical responsibility on the public servants because they occupy positions of power, handle huge amounts of public funds, and their decisions have wide-ranging impact on society and environment. What steps have you taken to improve your ethical competence to handle such responsibility? (150 words, 10 marks)

Answer: In post-independence era, civil servants have necessarily a very crucial role to play in national development. This gives them huge discretion and monopoly but with poor accountability and transparency. The only way to achieve success under such situation is to develop the ethical competence of civil servants who should be committed to the objectives of the state and have the empathy and tolerance to serve a diverse, huge and highly underdeveloped population.

Some steps taken by me includes:

- Developing and maintaining professional knowledge and skills
 - Understanding and respecting diversity of people and views around me
 - Remain tolerant and peaceful in my conduct.
 - Developing emotional intelligence by understanding the problems of different section of society.
 - Learning persuasion techniques like presenting information in clear and comprehensive manner on issues like climate change, corruption, gender equality etc.
 - Practicing altruism and giving unconditional regard to people.
 - Living a simple life with less materialism.
 - Following a middle path while making decisions.
 - Seeing everything from different point of views.
 - Developing intellectual courage by strongly practicing what I believe in.
 - Remaining open to new ideas and criticism.
 - To behave with others, the way I expect others to behave with me.
 - Positive attitude towards life and developing my emotional competence through introspection and humor.
 - Being objective and dedicated towards my goals.
 - Increasing self-awareness about environmental issues and also propagating them
 - Reading good books and discussion with knowledgeable and experienced people.
5. (a) *The current society is plagued with widespread trust-deficit. What are the consequences of this situation for personal well-being and for societal well-being? What can you do at the personal level to make yourself trustworthy?* (150 words, 10 marks)

Answer: Trust-deficit happens due to lack of integrity at different level like at individual, society or government. The high level of diversity of views and perceptions also makes Indian society more vulnerable to trust deficit among people thus leading to many negative repercussions like:

- Lack of social cohesion and value of fraternity as inscribed in the preamble.
- The society will become fractured and the fabric of humanity will be torn to shreds
- Mutual isolation and hatred among people; Poor communication leading to more trust deficit; Stereotypes and prejudice at individual level
- Poor social capital
- Social cause like women empowerment, corruption, and political accountability gets weakened.
- Communal violence
- Diversion of resources to maintain law and order
- Ineffective government as every public organization as it is accepted only when it is trusted by people.
- Poor decision making and public policy
- Sub-optimal utilization of resources
- Stagnation of society

Every person like me can reduce this trust deficit by taking certain steps -

- First, making myself trustworthy by maintaining my integrity and being transparent.
- Developing tolerance for different people and views.
- If people are open with each other and communicate properly, the trust levels will improve.
- Stop being very suspicious and stop seeing conspiracies in every situation.
- Developing integrity and living an ethical life
- Showing empathy and compassion towards people
- Unconditional regard and altruism
- Considering everyone equal and staying away from regionalism, communalism, casteism and racism.

Following Kant's categorical imperative will also help me remain truthful as it involves doing to others what you expect others to do to you.

(b) 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. (150 words, 10 marks)

Answer: Corruption often conjures up images of people getting rich. But in fact, corruption's connections to poverty are far more numerous and pervasive. The links affect both individuals and businesses, and they run in both directions: poverty invites corruption, while corruption deepens poverty. Corruption both causes and thrives upon weaknesses in key economic, political and social institutions. Some basic causes are:

- Lack of Values – of integrity, dedication, spirit of public service in public life.
- Discretion and monopoly of government officials - for example corruption in allocation of natural resources and giving licenses; dominance of public sector in banking and other services.
- Crony capitalism - businessmen funding elections and then earning profits later; Collusive corruption is rampant.
- No transparency and accountability - government reluctant to come up with Jan Lokpal and trying to amend RTI.
- Low education and awareness among masses - people having no information about their rights and powers; poor understanding of government procedures and law.
- Corruption becoming a norm - it has become a part of culture and is no longer regarded as wrong. Low-level officials themselves may have trouble earning an honest living. In poor societies, they are often underpaid, when they are paid at all, and must provide a stream of payments to patrons at higher levels. In such settings, bribery, extortion and theft become matters of survival.
- Less probability of getting caught and long delay in judicial process
- Demand for action against corruption is weak; civil society not proactive
- No incentive for integrity and probity in public life - honest bureaucrats like Ashok khemka are punished instead of getting rewarded.
- Absence of ethical training.
- Lack of emotional intelligence in people to understand the socio-economic consequence on the national and especially poor.
- Addictive nature and demonstration effect of corruption which leads to a chain reaction.

6. What factors affect the formation of a person's attitude towards social problems? In our society, contrasting attitudes are prevalent about many social problems. What contrasting attitudes do you notice about the caste system in our society? How do you explain the existence of these contrasting attitudes? (150 words, 10 marks)

Answer: Attitude refers to learned, enduring predisposition to act, think and feel in particular ways toward a class of people, objects, or an idea. It is a positive or negative evaluation of just about anything in our environment including social problems. Factors determining such attitudes are:

- a) Socialization which includes different agencies like school, family and tools adopted by them to pass on the prevailing attitudes.
- b) Belief – e.g. - belief in caste-system, superiority of one's religion give rise to intolerance in society.
- c) Experience - An attitude is a summary of a person's past experience.
- d) Values – A person with values like honesty and integrity will exhibit zero tolerance for corruption. People with empathy and compassion for animals and plants show environmental activism.
- e) Individual interest and function which attitude performs for a person holding it - Attitudes of an individual toward tobacco may be very negative and same may not be true for an employee of a tobacco company. People in coal business may be in denial to the harmful impact of fossil fuel to the environment.
- f) Awareness and communication among people
- g) Emotions related to social problems

Different people have different attitudes towards different social problems. Like in caste system, contrasting attitude was found even among Gandhi ji and B. R. Ambedkar. Gandhi ji had positive attitude as he looks it as an occupational division. Whereas Ambedkarji wanted complete annihilation of caste, as he found it to

be based on birth. In present society, it is more based on utility. Those, who are being benefitted, will have positive attitude and those who are being harmed develop negative attitude towards caste system.

People have contrasting views regarding such problems largely because of:

- i. Stereotypes and prejudice held by people
- ii. Social and group conformity and reflections
- iii. Fundamental attribution error
- iv. Just world hypothesis
- v. Judgments based on poor information base
- vi. Child rearing practices
- vii. Religious and educational base of a person
- viii. Personality characteristics like stubbornness, emotional competence
- ix. Environmental pressures

7. What does 'accountability' mean in the context of public service? What measures can be adopted to ensure individual and collective accountability of public servants? (150 words, 10 marks)

Answer: In governance, accountability is answerability, liability, and the expectation of account-giving. It is the acknowledgment and assumption of responsibility by a civil servant for actions and decisions taken by him in his official capacity. It also encompasses the obligation to report, explain and be answerable for resulting consequences. It is said that accountability is the Glue that Binds Commitment to Results.

In public service, accountability is seen not only in regulatory terms but also in the context of propriety, ethics and efficiency. It also includes the responsibility which makes person accountable from within.

Measures at individual level can be:

- a) Clear distribution of individual role and duties in the organisation.
- b) Written record of all the decisions taken by individuals.
- c) Use of ICT to record decisions so that no tampering or edit is possible at later stage.
- d) Administrative control through measures like internal audit and departmental committees.
- e) Bringing transparency in political and administrative control through personnel administration.
- f) Adopting modern evaluation techniques
- g) Effective functioning of institutions like Jan Lokpal and NHRC
- h) Giving complete autonomy to vigilance organisations like CVC and CBI
- i) Code of ethics and code of conduct.
- j) Training in ethical governance to encourage transparency and self-declaration of informations.

Measures at collective level can be:

- Parliamentary oversight through questions, resolutions and committees which are above party lines.
- Making financial control through budget and CAG more proactive
- Public opinion and vigilant civil society
- Social audit and RTI
- Effective use of press and media
- People participation like Panchayati Raj Institutions
- Bringing transparency through e-governance
- Passing acts like Whistle Blowers Act or False Claims Act.
- Citizen charters

8. We are witnessing increasing instances of sexual violence against women in the country. Despite existing legal provisions against it, the number of such incidences is on the rise. Suggest some innovative measures to tackle this menace. (150 words, 10 marks)

Answer: Sexual violence against women is any sexual act or attempt directed against a female's sexuality using coercion, by any person regardless of their relationship to the victim, in any setting. It is a major social problem and violation of women's human rights. Despite of several measures the violence is on the increase even in those urban zones which are relatively safer than other majority areas.

Certain innovative measures which can be taken are:

- a) Community policing after giving appropriate training to volunteers.
- b) Making women learn techniques like karate for self defence
- c) Use of social networking sites to create awareness and vigilance.
- d) Value education
 - Developing a culture where women are respected and considered equal.
 - Organizational values of treating women equal to men.
- e) Use of technology –
 - GPS technology to connect public transport system.
 - Use of mobile applications like panic button.
 - Use of technology like installing CCTV cameras in public places.
 - Techniques like knocking the door or pressing the doorbell of house by neighbors if noise of violence is there.
- f) Special emphasis on vulnerable groups like adolescent girls and single women living alone.
- g) Laws on paper give little protection, if they are not enforced effectively. Strict enforcement and making police accountable is what is required.
- h) In high-income settings, school-based programmes to prevent relationship violence among young people can be initiated.
- i) In low-income settings, primary prevention strategies, such as community-based initiatives that address gender inequality and communication and relationship skills can work effectively.
- j) Campaigns and persuasion –
 - #Heforshe campaign
 - Local constables' meetings with women groups and 'Rakhi celebrations' etc. to motivate more the authorities in protecting women.

In long term, a change of attitude is required on part of every individual and group towards women, which can be done through gender sensitive socialization and education.

Section - B

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

9. *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, 20 marks)

Answer: Ethical consideration in developmental process can help resolve the conflict between developmental activity and environmental quality and sustainable development.

Multiple strategies can be used in this regard like:

- Internal and external strategy: bring about attitudinal changes among people through targeting CAB components as well as bring changes in the environment through institutional mechanisms.
- Bottom-up strategy, instead of top-bottom strategy which includes small steps and involvement of local level agencies.

Following steps can be taken to implement above strategies:

- i. **Convergence of economic and environmental value** – conflict mostly arises due to variance in economic values like productivity, profitability and environmental values. A larger concept of development with convergence of these values must to be developed.

ii. **Conservation as a value** – must be inculcated our society just like honesty, punctuality, respect for elders etc in school and family. One can contribute towards the betterment of the environment, simply by living by the principle of “REDUCE, REUSE and RECYCLE”.

iii. **Positive attitude towards environmental conservation** – has to be developed in people using various persuasion techniques like social proof, dissemination of information like harmful impact of environmental degradation on farmers, fishermen, consumers and the new diseases that is taking its toll.

iv. **Persuasion** – campaigns with the joint effort of government, NGO’s and community participation. Environment protection Indices and ranking must be developed at national and international level to persuade states and nations to improve environmental performance.

v. **The economics of ecosystem and environment** – and their eco-services must be highlighted to clearly bring out the values of environmental conservation.

vi. **Government policy and regulations** – Good governance that would take into account the benefit of environment and vulnerability of people because of environment degradation. Regulations like mandatory use of fly ash in construction that would help both development and environment should be formulated and implemented. Carbon tax, Eco-sensitive zone, protected areas, EIA etc also encourages sustainable development.

vii. **New technological development** – like carbon sequestration, bioremediation, super critical thermal power plant etc must also be development to reduce the environmental cost of developmental activities.

Gandhiji once said, ‘I bowed my head in reverence to our ancestors for their sense of the beautiful in Nature’. We need to find that sense of the beautiful in the nature in our life too. Then there would be no conflict between development and environment protection.

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

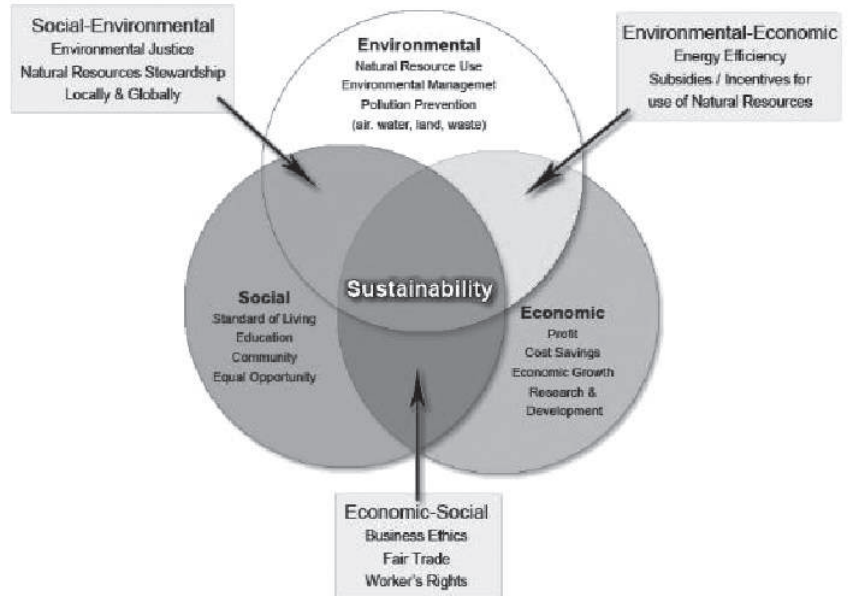
i. *In the present times, when unethical environment is quite prevalent, individual attempts to stick to ethical principles may cause a lot of problems in one’s career. It may also cause hardship to the family members as well as risk to one’s life. Why should we not be pragmatic and follow the path of least resistance, and be happy with doing whatever good we can?*

ii. *When so many people are adopting wrong means and are grossly harming the system, what difference would it make if only a small minority tries to be ethical? They are going to be rather ineffective and are bound to get frustrated.*

iii. *If we become fussy about ethical considerations, will it not hamper the economic progress of our country? After all, in the present age of high competition, we cannot afford to be left behind in the race of development.*

iv. *It is understandable that we should not get involved in grossly unethical practices, but giving and accepting small gratifications and doing small favours increases everybody’s motivation. It also makes*

The Three Spheres of Sustainability



the system more efficient. What is wrong in adopting such practices?

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

(250 words, 20 marks)

Answer. The given arguments by my friend can be countered in following ways:

- i. By adhering to ethical principle one may face difficulties to oneself and cause problems for the family due to loss of opportunity for professional advancement and possible strained relation with others. However adhering to ethical principles has huge advantage:
 - a) There is a sense of possession and accomplishment. As Aristotle said that virtues, like happiness, must be desired for themselves.
 - b) Honestly is morally uplifting. It boosts dignity and self-respect.
 - c) Following ethics develops good will for self and family. It helps in role modeling and persuasion.
 - d) There is no fear and anxiety of law enforcement agency. There is happiness in life.
 - e) In case of arrest for unethical act there is huge embarrassment and loss of dignity for self and family.
 - f) Person with integrity command respect develops trust in personal, social and professional sphere. He/she is honored with more responsibilities and leadership opportunity. Eg: Gandhiji due to his integrity was recognized as leader by congress working committee.
 - g) We have to do our duty, 'Nishkama karma', irrespective of loss or gain from our actions.
 - h) As per Immanuel Kant as human beings we have intrinsic rights and duties. It is our professional, organizational and constitutional duty to adopt higher standard of moral conduct.
- ii. It often takes just one person to start a revolution. The one who takes the initiative is remembered by the world.
 - a) Gandhiji said that "Nobody needs to wait for anyone to adopt just and humane course of action". Same message is reverberated in message of Rabindranath Tagore: "Tadi tor daksuneku enaaashe, tabeekle chalo re" (If they answer not to your call, walk alone").
 - b) Small minority having penchant towards ethical means do make a difference. Gandhiji's non-violent means shaped the whole freedom struggle. Committed bureaucrats and politicians can singlehandedly create changes in the system.
 - c) Small minority, if organized, can effectively use persuasion and social influence to change attitude of others. Eg: environmental movements to develop environmental ethics in governance (ex. Chipkoo movement).
 - d) By adopting ethical means one command huge moral authority. India as a nation has developed good will and soft-power due to ethical means in international ethics.
 - e) Whole is the sum of parts. For ethical functioning of the whole, each part, i.e. individuals must function ethically. Small minority is good enough to start with.
 - f) As per a Greek saying:- "let the evil come in this world, let it even dominate this world, but not through me." If every person has same view than the wrong will never happen.
- iii. Developmental activities may seem to get hampered by sticking to ethical means. But it is also true that no real long term sustainable development can take place without ethical conduct.
 - a) Larger developmental goal of a nation can only be fulfilled by fulfilling the aspiration of the people as mentioned in the preamble – Justice, Liberty and Equality.
 - b) Farmer's welfare and prevention of suicide; tribal welfare, minimization of displacement and rehabilitation; environmental conservation and balanced regional growth have to be considered for larger developmental goals.
 - c) Developmental goals of a nation are dependent on good governance and ethical governance in which ethical means cannot be compromised.
- iv. As per one school of thought, small corruption brings motivation and efficiency in administration and this is the reason why corruption has lasted so long. When salary is not sufficient to live decent standard of life corruption may help in short term. However:

- a) Giving and accepting a small gift develops sense of indebtedness and desire to pay back. This cycle continues and give and take amplifies in magnitude and extent.
- b) Corruption is addictive and has demonstrative effect, domino effect and bandwagon effect. It encourages others to indulge in corruption and one loses one's authority to stop act of corruption.
- c) Even small corruption destroys integrity and work culture. One must never forget that integrity is non-selective and non-negotiable.
- d) Administration is like a large ship that can serve too many people. However even a small hole will sink the whole ship. Same is the case with corruption. An honest civil servant shall always stay on right path with dedication.

Thus, I would recommend my friend to just remain on right path even in adverse conditions. Being efficient is important but being ethical is of utmost requirement as when ethics are lost, everything is lost.

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

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

Suggest any other possible option(s). Evaluate all of them and suggest the best course of action, giving your reasons for it. (250 words, 20 marks)

Answer: The above case presents the problems an honest officer has to face in working with honesty and integrity especially when resistance is from within the organization. Following are other issues and values involved in the case –

- a) Lack of dedication and spirit of public service.
- b) Misuse of women protection laws
- c) Loss of image for honest officers due to media trial.

Under such situation:

The first option would only encourage troublemakers and would make it impossible for me to affect any reforms and get the work done in the department. Moreover, by able to get their way by threatening me would affect my image negatively in state bureaucracy hence making me affect reform in any other departments too. It will also set a wrong precedent and will further encourage the employees to use wrong means against honest officers.

However, ignoring the commission as suggested by second option will also send a wrong message among government employees and people at large. It will be contempt against a statutory authority thus leading to lowering of respect and dilution of power. It would also be counterproductive especially after negative publicity, as it would be interpreted negatively by commission, public and seniors.

Briefing higher-ups and then acting accordingly will be like running away from your responsibilities. The seniors have shown confidence by making me head of such an inefficient and hostile department and they expect me to solve such issues aptly. Also, if seniors suggest going easy on trouble makers, then it won't be conducive and correct way to proceed.

I must follow the message inscribed in our national emblem, 'Satya Mev Jayate' - Truth Alone Triumphs. I must show courage and fortitude in discharging my duty and serving public good. Also as per Kant's categorical imperative one has to act as per one's moral duty in every circumstance.

My course of action would be to inform my seniors about the situation and reason behind this false complaint as my action against troublemakers. A press conference (with permission from seniors) can be held to clear the air on my reforms initiative. I would also cooperate with the women commission to find the truth and in the meanwhile will proceed to take action against troublemakers according to investigation and procedures. A defamation case can also be filed against the women to create fear.

To improve efficiency of department, I would begin reforms by informing all about my initiatives and implement the changes by empowering and increasing participation from subordinates. I would also institute ethical training courses for employees, performance based appraisal system and rewards to better performing employees to incentivize good performance to improve efficiency.

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

Valid arguments can be advanced both for giving the bribe and getting the order, and for refusing to pay the bribe and risking the loss of the order. What those arguments could be? Could there be any better way to get out of this dilemma? If so outline the main elements of this third way, pointing out its merits.
(250 words, 20 marks)

Answer: The case presents an ethical dilemma whether to do an act of corruption to advance the interest of the organisation or to safeguard personal and organisational value and abide by the law.

i. Arguments for giving bribe to the officer for approving the tender.

- a) Specialized products mean limited market for the product hence lower substitution for leaving the government contract.
- b) Giving bribe may lead to higher public good due to selection of high quality of equipments and would be beneficial for my career and sustain employment hence generating greater good.
- c) Concerned officer is demanding bribe due to his discretionary power in decision-making and the process itself is opaque and does not promote accountability.
- d) Moreover, due to specialized equipment, there is lower awareness in public about the quality of equipment manufactured by different manufacturers.

ii. Arguments for not to give any bribe.

- a) Gandhiji's concept of mean over end
- b) **Corruption has -**
 - Addictive effect
 - Demonstrative effect
 - Domino effect
 - Bandwagon effect.
- c) Culture of bribery develops which will hamper efficient clearance system/bidding/tender as a common good.
- d) Satyamev Jayate, truth alone triumphs.
- e) It is against my right to be treated equally by government.
- f) Work culture, organizational value will be eroded.
- g) Opportunity to improve the system, Kant's categorical imperative.
- h) John Rawl's veil of ignorance – tomorrow the corrupt practices may be encouraged in our own organization/bidding process
- i) Laws against bribery – Investigations in future will lead to penalization of all involved in my company and may lead to blacklisting.
- j) Integrity of the process will be destroyed. Common good will be eroded.

In such scenario, it is important that I listen to my conscience and do what is ethically correct. There is procedure for grievance redressal and making the officer do what is best for the organisation. I will take following action:

- a) Conveying our zero tolerance policy towards corruption to officer in strict words
- b) Submitting my quotation with all details of prices and quality.
- c) I will make public the quality and specifications of our product so that there will be pressure on officials to not choose an inferior product.
- d) Let the officer take the decision
- e) If he decides in favour of another company, then I will file an RTI asking on what basis decision has been taken.
- f) On basis of RTI, I will contact with the higher officials and will register my complaint including getting a stay on the decision.

Though, it may take some time to get the matter solved, but it will surely be a good development for the long term. Meanwhile, I can create brand awareness about my product, which would ensure that non-selection of branded good would not go unquestioned in public thus enforcing sort of social audit on the decision making.

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

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

Indicate various options that you think are available in this situation. How would you help him to evaluate these options and choose the most appropriate path to be adopted? (250 words, 20 marks)

Answer: The above case presents a situation where an honest new recruit faces ethical dilemma and crisis of conscience in a corrupt system. Following are other issues and values involved in the case -

- a) Fear of loss of one's integrity in a corrupt environment.
- b) Lack of civil services values of dedication, spirit of public services and integrity.
- c) Collusive corruption.

Options available before Rameshwar are:

1. Become a one of them as advised and ignore or even take advantage of these incidents
2. Resign from government job and look for a private one
3. Focus on his objectives and ignore the incidents till he gains power by working along with other bureaucrats. Then bring about change once he is sufficiently powerful and has necessary support from his colleagues, seniors and juniors.
4. Become whistleblower to bring notice of government and media on malpractices going on in recruitment.

The first option will give him a secure career but it will also make Rameshwar a corrupt public servant. However, this option is not correct:

- It will violate the right to equal opportunity of all candidates aspiring for the job in his department.
- Injustice will be done to people whose money is misappropriated by the department.
- It will be against the common good of just and legal system.
- It will bring incompetent people in the organisation who will have a positive leaning towards corruption.
- It will not be virtuous for Rameshwar as he there to serve the country rather than for self-interest.

- It will be against the principles of utilitarianism.
- He should show courage to 'Speak truth to power'.

The second and third option will be like running away from your duties towards your nation. A person who accepts corruption even for one time cannot fight against it in lifetime. Integrity is non-selective in nature. You cannot be right or wrong as per your convenience. Also there is no guarantee that Rameshwar will not find corruption in private sector. Also opportunity to improve the system must be taken as per Kant's categorical imperative.

The fourth option will give immediate gratification to Rameshwar but it is disruptive in terms of alienating seniors and other bureaucracy against him. In future he might be boycotted or isolated in work. Moreover, being whistleblower has no guarantee of stopping all the malpractices going on in the department

In such situation, I would suggest Rameshwar to go according to the legal governmental mechanism established for tackling corruption. He can:

- Complain to the departmental committee or directly to the head of ministry.
- He can also file complain to the vigilance commission or Lokpal which works as an autonomous organisation.
- He can also suggest the candidates to file RTI for exposing the recruitment process.
- He can work at individual level by a making a note in the files regarding malpractices.

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

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

What feasible steps can you suggest which will be effective in controlling this serious problem of our country?
(250 words, 20 marks)

Answer: Unplanned and sporadic Rural-Urban migration is reality of the Indian society which has resulted in many problems. Various push-pull as well as psychological factors plays their role in such migration. However, migration creates problems like elders, women and children in absence of male members are left to fend for themselves. Children are left bereft of paternal affection during growing age. Also institutions like schools and hospitals are less developed as working population has already migrated. Following are some reasons for migration –

a) Reasons for educated rural youth trying to shift to urban areas are:

- Better employment opportunity in urban areas.
- Less robust rural economy to safeguard from monsoon failure etc
- Aspiration among youth to get well paid job.
- Less risk taking attitude and take entrepreneurship in villages itself.
- Negative attitude among the youth to take up farming using modern technology and developing supply chain with nearby cities.
- Less growth of SHG's and FPO's etc in villages.
- Negative emotions and cognitions due to social practices like caste system, untouchability, women exploitation and racism.
- Contrasting attitudes towards gender, caste and class discrimination.
- More independence in urban areas
- Prestige associated with urban life
- Role models are from urban areas only.

b) Landless poor people are migrating to urban slums because -

- i. Exploitation and under employment in rural areas
 - ii. Distressed agrarian economy and low productivity.
 - iii. Absence of small and medium scale industries in rural areas which can provide alternate employment
 - iv. Caste and patriarchal attitudes still big impediment to socio-economic mobility in rural areas
 - v. Sense of perceived equality, independence and absence of evil social practices in urban areas.
 - vi. Development and construction activities in urban centres presents a better employment prospects.
 - vii. No emotions and attachment with rural environment.
- c) Even some farmers are selling off their land and trying to settle in urban areas taking up petty jobs because:**
- i. Fragmented land holdings and low rural credit supply make agriculture unattractive.
 - ii. Need of educating children in urban areas to avail opportunities in expanding economy is being recognized. To aid education, land is sold to raise funds.
 - iii. Raising funds to shift to urban areas due to lack of infrastructure in rural areas like hospitals, schools and electricity
 - iv. Low level of income in agricultural sector
 - v. Perceived security of future even in petty jobs in urban centres
 - vi. Fear that their land will be captured by others in their absence.
 - vii. breaking of joint families

Some feasible steps to control this problem are:

- i. Balanced regional development strategy by the government – like setting up of ancillary industry like Food Processing Industries (FPI), Adoption of Rurban Mission, concept of smart villages along with smart cities etc.
- ii. Setting up quality infrastructure like schools, hospitals, electricity, water supply, telecommunication, internet connectivity among others.
- iii. Skill development to youths of rural areas to attract industries and companies like BPO's etc. to rural areas with cost advantage.
- iv. Employing SHG approach as in NRLM to generate self-employment
- v. Increased investments to make agriculture economically productive.
- vi. Strict action against evil practices prevailing in rural areas.
- vii. Making emotional appeal to help develop one's region and village.

■ ■

Previous Years' Model Answers

Civil Services (Mains) GS PAPER IV-2015 Solutions (Ethics, Integrity and Aptitude)

Section A

1. (a) *What is meant by environment Ethics? Why is it important to study? Discuss any one environmental issue from the viewpoint of environmental ethics* .(150 words) (10)

Answer: Environmental ethics is a branch of applied philosophy that deals with environmental values as well as issues surrounding societal attitudes, actions, and policies to protect and sustain biodiversity and ecological systems.

Some of the important reasons to study environmental ethics are as follows:

- i. **Sustaining growth and development** – environmental ethics will help bring sustainable development and avoid extreme climatic events which results in loss of crop, property and life.
- ii. **Value of compassion** - for wildlife will be developed in masses which is critical for environmental conservation.
- iii. **Empathy for poor** - Poor like tribals, farmers, fishermen etc. are worst effected by environmental degradation. Study of environmental ethics will highlight their problem.
- iv. **Protection of Indian tradition** – India has long tradition of living in harmony with nature. To protect and promote the Indian way of life in present time study of environmental ethics is important.
- v. **Constitutional values** – Article 21 of Indian constitution gives right to life to animals as well. Study of environmental ethics will help bring the spirit of constitutionalism into our life.
- vi. **Societal attitude** – making conservation a value in society like honesty, punctuality, integrity etc., study of environmental ethics is important.

Global warming is a serious issue faced by the world today. For this all countries have to join hands. Countries like India with much less per capita emission have shown tremendous responsibility to cut down the emission. Bigger economies have to use power of industrialization and emission with responsibility towards smaller island nation which will be much more affected by climate change. An empathetic and compassionate attitude towards wildlife, global common like Arctic and Antarctic and participation of various stakeholders like government, NGO's, communities, researchers and scientists, private organizations etc. and lead to the historic Paris agreement.

The same motivation and dedication is required to deal with more issues at the local level. This can be possible through the study of environmental ethics.

1. (b) *Differentiate between the following:*

(10 marks) (200 Words)

(i) *Law and Ethics*

(ii) *Ethical management and management of ethics*

(iii) *Discrimination and Preferential Treatment*

(iv) *Personal Ethics and Professional Ethics.*

Answer: (i) Law and Ethics: Laws are system of rules that are enforced through social institutions, in order to govern our behaviour. Laws are made by Legislature, or by executive (ordinances). It prescribes what one

must do. Violation of law may involve penalty or punishment. Law can be enforced by various agencies or through court of law.

Ethics are standards of right and wrong that prescribe what humans ought to do. There are various sources for ethical standards like the organization, profession, social norms, religion etc. Not adhering to ethical principles may or may not involve punishment. Ethics are enforced in an informal manner through processes like conformity, social reflections etc.

Many a time laws emanate from ethics. For example, seats are reserved for women in public transportation as per law. Respecting women and offering them comfort is out India ethics as well.

Sometimes laws and ethics can be conflicting as well. For example, Euthanasia is illegal in many countries. However, on compassionate ground to relieve the terminally ill patients from suffering one may argue to allow euthanasia. Similarly, removal of poor encroachers from public property during winter is legal by authorities but however may be immoral as they might have to alternative shelter.

Goal of society must be to bring ethics and law in consonance through debate, discussion and persuasion.

(ii) Ethical Management and Management of Ethics:

Ethical Management refers to inclusion of ethical dimension in management of institutions like government, NGO's and private firms. For example, considering the environmental impact of production, workers safety at workplace, gender balance of employees, consumer rights and grievance redressal among others.

Management of Ethics refers to creating a code, norms or policy for members of society or institutions, to assure their compliance towards ethical behaviour. For example, formulating Code of Conduct for organization or profession like civil services, law etc.

(iii) Discrimination and Preferential treatment: Discrimination is a negative concept, which involves denial of social participation of certain categories of people, based on prejudices and negative behavioral attitude. It violates the basic Human Rights of the individual. It is against the concept of social justice. Our Constitution prohibits any kind of Discrimination, like practicing untouchability is discriminatory.

Preferential treatment on the other hand is a positive concept, which involves favoring certain sections of society that are at disadvantage and cannot compete at equal level. It may be for rectifying some historical disadvantages suffered by the community. It promotes social justice. Our Constitution provides for preferential treatment under certain circumstances. For example, Provisions related to reservation.

(iv) Personal Ethics and Professional Ethics: Personal Ethics refers to the morals and values, which we hold as a standard for governing our personal sphere of life. They help in shaping our character. They determine our behavior and attitude in personal life. For example – honesty, respecting elders and women, compassion for animals etc.

Professional Ethics involves adherence to code of conduct laid down at workplace. Organizational values and protocol takes precedence over personal views and opinion. They influence our professional career. For example integrity, punctuality, efficiency, hard work, etc.

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

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

(b) "We can easily forgive a child who is afraid of the dark; the real tragedy of life is when men are afraid of the light." (10) (150 words)

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

Mahatma Gandhi has given this beautiful quotation. Forgiveness requires management of one's negative emotion of anger, hatred, feeling of revenge etc. One needs to develop high emotional intelligence for restraint and tolerance. To overlook the loss to self and loved ones in the past and plan for better prospect that would come after forgiveness requires high mental caliber and vision.

Nelson Mandela was wrongfully imprisoned, and could have come out bitter and angry. But instead, he came out grateful and empowered. Not because he was weak but because he was strong.

Forgiveness is a value of immense importance in the present times –

- i. It helps people stop being prisoner of the past and grab opportunities for future development. Eg – Australian government sought apology from aboriginals.
- ii. Better international relation. eg – rapprochement between U.S and Cuba
- iii. Better interpersonal relation. eg – due to anger in the spur of the moment is leading to more divorce rate; street fights are due to less tolerance and forgiving behaviour.
- iv. Intergenerational perpetuation of violence. Eg – people in war prone areas who are affected by violence can overcome hate only with apologies and forgiveness.

(b) “We can easily forgive a child who is afraid of the dark; the real tragedy of life is when men are afraid of the light.”

Child may fear darkness because darkness is filled with uncertainty. It’s a cognition related behavior. However, light brings certainty and truth in life. But tragically many men don’t have the courage to seek the truth because truth may require behavioral change and sacrificing on our profits. Sometimes the path of light and truth required hard work and dedication and we may have lackadaisical attitude to avoid that.

The aptness of the quote in the present time becomes evident from the following examples –

- i. Despite evidence of global warming due to anthropogenic emissions many governments are still in denial as cutting emissions may hurt them economically.
- ii. Various research and studies have proved that gender equality will considerably enhance economic growth of a nation. Still glass ceiling and prejudice towards girl’s education exists due to loss of jobs by male.
- iii. Civil servants know how corruptions adversely affect socio-economic development of our nation. But many choose to avoid the reality and try to adapt to the system rather than endeavor to change it.

A civil servant must have fortitude and courage of conviction to choose to walk on the path of light and truth.

3. (a) *Mere compliance with law is not enough, the public servant also has to have a well- developed sensibility to ethical issues for effective discharge of duties. Do you agree? Explain with the help of two examples, where (i) an act is ethically right but not legally and (ii) an act is legally right, but not ethically.* (10) (150 words)

Answer: Public servants not only perform managerial job but also formulate policies, rules and regulations. They also discharge judicial functions many a times. Hence compliance or objectivity is not enough. Sensibility to ethical issues for effective discharge of duty is imperative. Public servants must have “common touch” as famously said by Rudyard Kipling. It helps as follows:

- i. Better interpretation of law and its enforcement
- ii. Ethics fill the gap which is left by law. It caters to the dynamic nature of administration.
- iii. Better understanding of needs of people.
- iv. Effective and holistic approach towards problem solving.
- v. Bridging the gap between people and administration.
- vi. Better policy formulation and implementation.
- vii. Optimum utilization of available resources.

So, both compliance with law and ethical sensibility are needed for a civil servant. However, there are situations when only one of them is fulfilled.

(i) Ethically right, legally wrong: A forest officer may allow some poor tribal people to make use of some wood for personal use like house construction on compassionate ground. However, this would be in violation of the forest laws.

(ii) Legally right, Ethically wrong: Legally it may be right for army personnel to conduct raid and even kill a suspect in states where AFSPA is applicable. But ethically it is wrong. It involves depriving the citizens their basic human rights including their right to get justice from the court of law.

So, for effective public service delivery, a public servant must be ethically sensitive along with complying with the law.

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

Answer: ‘Trustworthiness’ and ‘fortitude’ are two cardinal virtues of public service.

‘Trustworthiness’ refers to complete reliability and dependability. It helps in developing social capital and effective implementation of public programs and policies. The public servants must enjoy the trustworthiness of the people at all times for better service delivery to vulnerable and poor. Virtues of trustworthiness manifests in public service as follows –

- i. **Transparency** – through Citizen’s Charter, RTI act, use of digital technology for auctioning of resources etc.
- ii. **Accountability** - regular internal and external audits.
- iii. **Decentralization and people’s participation** – in social audit, planning at the level of gram sabha, citizen’s feedback on policy issues etc.
- iv. **Responsiveness** – immediate help of the citizens in need both at home and abroad. The present foreign minister, for instance even respond to the twitter plea.

‘Fortitude’ refers to mental strength and courage that allows someone to face danger, or pain. Public servants must be ready to face any circumstance in the service of the

people. Fortitude may manifest in public service as follows:

- i. Working tirelessly in disaster hits areas.
- ii. When the resources are less, even then dedication can meet the aspiration of people. A stellar example is Naga IAS officer building 100-km road in Manipur without government help through crowd sourcing.
- iii. Posting in adverse situation where climate is tough or people are not cooperating in insurgency areas etc.
- iv. There could be resistance to work for a honest officer form within the organisation.

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

Answer: Social Values are the standards of social behavior derived from social interaction and accepted as constituent facts of social structure. Economic value is the worth of a good or service as determined by people’s preferences and the tradeoffs they choose to make.

Social values are more important for the inclusive growth of a country than the economic values. Economic values tend to drive the growth more lopsided which could breed corruption and inequality. Only economic value focused on efficiency and productivity will have adverse impact on society including micro and small industries, small farmers, environmental. It kills the social consciousness of people and their sense of social responsibility. It tends to increase the consumption for greed than for need. There is no equitable distribution of resource. In the present context, one can realize this as a consequence of the ‘consumerism’.

The effective implementation of public policy demands a value based approach. According to the welfare economist A.K.Sen, the growth of any society is counted based on the freedoms the citizens enjoy. The same is reflected in the Preamble to the constitution of India and the DPSP.

Social values help ushering in a ‘socialistic’ pattern of society in which ‘justice – social, political and economic, will inform all institutions of national life’.

(b) Some recent developments such as introduction of RTI Act, media and judicial activism, etc., are proving helpful in bringing about greater transparency and accountability in the functioning of the government. However, it is also being observed that at times the mechanisms are misused. Another negative effect is that the officers are now afraid to take prompt decisions.

Analyze this situation in detail and suggest how this dichotomy can be resolved. Suggest how these negative impacts can be minimized. (10) (150 words)

Answer: Any participatory approach has its limitations, but it can’t be an excuse for an opaque system. RTI and activism through different institutions has led to: -

- i. Helped in unearthing many scams like 2G, Coal block allocation, etc.
- ii. Bringing greater degree of transparency and accountability and building social capital and trustworthiness.
- iii. Increasing participation of citizens in governance process.

However, they have also led to some negative repercussions like:

- i. Misuse of these provisions for vested interests and personal gain.
- ii. Interference and pessimism in decision making process of public servants
- iii. Reluctance on part of officers to take bold decisions

There is a need to resolve the dichotomy between the need for transparency and accountability and protecting honest civil servants from undue harassment. It can be done by

- i. Providing **Monitoring mechanisms** for ensuring transparency in program implementation.
- ii. Providing **adequate Safeguards** to officers such autonomy and accountability can be balanced.
- iii. Encouraging officers to take decisions by **rewarding** them for success.
- iv. Defining **standard operating procedure and Code of Conduct** for officers
- v. Encouraging voluntary disclosure of information
- vi. Value education for all
- vii. Encouraging participation of people in governance through trust building measures.
- viii. penalty for those who use measures for personal interests.
- ix. Bringing media under regulations through propagating positive values.
- x. Judiciary can restrict itself in crossing the boundaries by coming out with norms for judicial activism.

In this way, the dichotomy can be resolved and the negative impact can be minimized.

5. Two different kinds of attitudes exhibited by public servants towards their work have been identified as the bureaucratic attitude and the democratic attitude.

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

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

Answer: Bureaucratic Attitude – The attitude of public servants to strictly follow decision making process according to the laid down rules and guidelines is the Bureaucratic attitude. Some basic attributes of this attitude involves objectivity, neutrality, secrecy, elite approach etc.

Merits

- i. Strict compliance of standard operating procedure.
- ii. Quick decision making due to less public consultation.
- iii. It is easier to fix responsibility of decisions because of hierarchical decision making process.

Demerits

- i. Red-tapism, as there is no urgency in achieving targets.
- ii. They are opposed to changes in the system, leading to stagnation.
- iii. Less effective service delivery
- iv. Apathy towards common people
- v. Reduces trustworthiness and credibility of public servants.

Democratic Attitude – The attitude of public servants to encourage participation of people in decision-making process and delegate authority to other members of the team. It involves values like compassion, tolerance, commitment, responsiveness etc.

Merits

- i. It ensures participation of people in governance.
- ii. It improves effectiveness of public service delivery as it is demand driven.
- iii. It allows flexibility in program designing and implementation.

Demerits

- i. Since it involves wider consultation, so it may be time consuming.
- ii. It becomes difficult to arrive at wide consensus on certain issues.
- iii. It slows down decision making process.

Yes, it is possible to balance the two. It can be achieved by following methods:

- i. Demarcating separate areas:** In certain areas of governance, we need democratic attitude of Bureaucrat and in other areas we need bureaucratic attitude. These should be demarcated. For Example – Areas having larger public interface requires democratic attitude. Like in case of field posting. Whereas areas needing quicker decision making needs bureaucratic attitude. Like in day to day functioning of administration at higher levels.
- ii. Laying down of Guidelines with provisions for flexibility:** Guidelines and standard operating procedures should be issued at macro level while at micro level there should be provisions for flexibility. This will ensure bureaucratic attitude at macro level and democratic attitude at micro level.

In this way both these can be balanced for creating a better administration for faster and inclusive development of the country.

6. 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.

Answer: The effectiveness of any measure to control corruption depends on how far the mechanism is popular, simple and people are educated about using them effectively. It also depends on the inculcation of corresponding values. The present initiatives have met with limited success in curbing corruption. The main reasons are:

- (i) Code of Conduct** – They have been defined comprehensively, but lack enforcement mechanism. Use of legal language and different interpretations make them of little use. Lack of revision is another problem.
- (ii) Vigilance cells/commissions** – They have been effective in unearthing many corruption cases, but due to lack of autonomy and limited powers they have not been able to make much difference. CBI for example was recently referred as a caged parrot by the Supreme Court.
- (iii) RTI, Active media** – they have been successful in unearthing many scams like 2G scam, Coal block allocation scam etc. But they are also misused sometimes. Also killing of RTI activists pose a challenge. This has limited their effectiveness.
- (iv) Legislative measures** – Though with time amendments have been done to curb various types of corrupt practices, but implementation is weak. This provides loopholes to the corrupt people.

To tackle this menace, we need to take following steps.

- (i) Changing attitude of people:** We need to change attitude of both the bribe giver and taker, through methods of social influence. Social proof, liking, reciprocity etc can play a significant role in this.
- (ii) Strict implementation of law and passing new laws like whistle blowers protection bill.**
- (iii) Inculcating values:** We need to focus on inculcating positive values in children, who are our future generation. Role of family and school is very important in this. Also we need to protect them from negative impact of internet and social media.
- (iv) Mid-career Training:** It will help in keeping them motivated and dedicated towards service.
- (v) Comprehensive performance appraisal mechanism:** Performance appraisal of public servants should be conducted by neutral observers, along with the present hierarchical mechanism.
- (vi) Leading by example:** Public servants must lead by example so that they can motivate their sub-ordinates.

So, by following these steps, along with the present mechanism, we can curb the menace of corruption.

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

Answer: Foreign policy of a country is governed by a number of factors like economic, political and strategic interests. Countries try to promote their national interest at the cost of interest of other nations. Colonialism,

World wars, bio-prospecting, more recently tension among littoral states of South China Sea etc. are some of the examples.

However, such an approach has led to conflicts and tensions between the countries. Approach that Indian constitution adopts along with our tradition of Vasudhaiva Kutumbakam and principle of 'Pansheel' can act as guidance for International discourse. Article 51 of Indian constitution directs the state to promote international peace and security, maintain just and honorable relations between nations, foster respect for international law and treaty obligations in the dealings of organized peoples. Such ethical considerations in the foreign policy can help resolve tension in the following manner:

- (i) **Principle of Vasudhaiva Kutumbakam:** i.e. the world is one family will help understand the concerns of Small Island Nations in climate change negotiations. Countries will also come together to solve the problem of refugee crisis. Countries will develop shared responsibility to solve problem of the world.
- (ii) **Principle of peaceful co-existence (Panchsheel):** can help avoid tussle between neighboring countries like north and South Korea.
- (iii) **Respect for international law and treaty obligations** – China recently did not accept the ruling of UN-backed international tribunal, U.S threatens to pull out of Paris agreement. Respect for international laws and treaties will help to balance domestic and global interest.
- (iv) **Promote international peace and security** – responsible use of nuclear energy, not stockpiling arms, not differentiating between good and bad terrorism etc
- (v) **Respecting Humanity:** Instead of dividing people among various identity groups and then discriminating among them, we need to see the larger picture. We need to ensure basic human rights for everyone. We should strive to improve quality of life of people around the world.

So, for the progress of humanity and for preserving our planet for future generations, we must include these ethical considerations in our foreign policy.

8. Public servants are likely to confront with the issues of 'Conflict of Interest'. What do you understand by the term "Conflict of Interest" and how does It manifest in the decision making by public servants? If faced with the conflict of Interest situation, how would you resolve it? Explain with the help of examples.

Answer: Conflict of interest in the public sector arises when official duties, public interest, and personal interest are taking priority one above the other. It may directly or indirectly compromise the performance of the public servant.

There are various ways in which it manifests in the decision making process.

- (i) Public interest v/s private interest
- (ii) Public interest v/s interest of family or friends
- (iii) Public interest v/s interest of particular community

For resolving conflict of interest, following steps can be taken:

- (i) **Keeping Public interest above private interest:** A public servant should always work in public interest. In situations involving conflict of interest he should take a principled stand.
- (ii) **Making voluntary disclosure:** A public servant should voluntarily declare in situations involving conflict of interest. It will help in taking suitable steps for avoiding the conflict.
- (iii) **Register:** where details of the conflict of interest are declared and registered. (In low-risk situations this single strategy may be sufficient.)
- (iv) **Restrict:** where restrictions are placed on the officer's involvement in the matter.
- (v) **Recruit:** where a disinterested third party is used to oversee part or all of the process that deals with the matter.
- (vi) **Recuse/remove from the situation/case:** often done by judges to resolve conflict of interest.
- (vii) **File noting:** Public servants should always mention the reason for taking particular decision, in the files. This ensures greater degree of transparency and accountability.

(viii) Identifying “risk-areas”: It will help in providing clear-cut guidelines to the public servants, in order to tackle conflict of interest in those situations.

(ix) Developing Organizational culture: It will help in addressing such situations in a better manner. It will also help in motivating public servants to disclose the potential conflict of interest.

So in this manner conflict of interest situation can be tackled, for providing efficient public service.

Section - B

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

One day suddenly in the morning, about 40 men belonging to a political party gate-crashed into the factory demanding jobs in the factory. They threatened the management and employees, and also used foul language. The employees feel demoralized. It was clear that those people who gate-crashed wanted to be on the payroll of the company as well as continue as the volunteers/members of the party.

The company maintains high standards in integrity and does not extend favors to civil administration that also includes law enforcement agency. Such incidents occur in public sector also.

(20 Marks) (250 Words)

(a) Assume you are the CEO of the company. What would you do to diffuse the volatile situation on the date of gate-crashing with the violent mob sitting inside the company premises?

(b) What could be the long-term solution to the issue discussed in the case?

(c) Every solution/action that you suggest will have a positive and a negative impact on you (as CEO), the employees and the performance of the employees. Analyze the consequences of each of your suggested actions.

Answer: The case presents a serious problem of mob pressure and violence and decreasing public morality. Following are other issues and values involved in the case –

- i. Good work culture and worker’s welfare
- ii. Sense of ownership among employees for efficiency.
- iii. Apolitical working environment.
- iv. Difficulty a private organisation might face in dealing with mob pressure when it does not extend favors to civil administration and law enforcement agency.

(a) As the CEO of the company, I would take the following steps to diffuse the volatile situation: -

(i) Use of Emotional intelligence - To tackle such volatile situation it is important to use ones’ emotional intelligence, to appraise the situation in a better manner. I will call the leader of mob, and will try to manage and regulate his violent emotions. This may help in bringing the situation under control.

(ii) Informing Police - Since the situation involves law and order problem, I will inform the police about it. If issue is resolved peacefully then fine, otherwise police may take suitable action.

(iii) Persuasion techniques - I will use certain persuasion techniques like taking help of the political leader as on his direction they will agree to leave.

(b) The long term solution would include developing public morality, safety and security at factories and companies and politics with principle and more job opportunity in our country. Following are certain steps in this regard.

(i) Ethical training of party workers by political parties.

(ii) Democratic values within political organisations to develop democratic attitude of its members.

(iii) More employment generation and entrepreneurship opportunity.

(iv) Security agencies like CISF must be made available in emergency situations.

(v) Guidelines by government and private companies’ federations to keep workplace apolitical.

(vi) AS CEO of my company I would take following steps for safety of my company –

- a) I will get court orders, for police protection of our factory. It will help in keeping the mob away from our factory in future.
- b) I will also put additional barriers at the main entrance of the factory and use ICT technology like CCTV cameras.
- c) Further I will issue strict guidelines regarding recruitment policy of the company. This will sensitize the people regarding our organizational values.
- d) I will also take help of media, to make the issue public. It will help in preventing any such attempt in future.

(c) Evaluation of the consequences:

(i) Option 1: Getting Court orders for police protection

Merits

- It will boost the morale of employees, as there will be a sense of security.
- It will help in maintaining the performance of the company at highest standards.
- I will also be able to work with full dedication for the company.

Demerits

- It may increase cost of company due to extra security requirements.

(ii) Option 2: Putting additional barriers

Merits

- It will also boost morale of employees because of a sense of security.
- Performance of company will remain at highest standards.

Demerits

- Will cause some inconvenience to employees who commute on daily basis.

(iii) Option 3: Issuing guidelines

Merits

- It will instill a sense of confidence among the employees.
- Our organizational values will be clearly spelt out for everyone.

Demerits

- It may not be that much effective for outside people.

(iv) Option 4: Taking help of media

Merits

- Will sensitize outside people regarding our organizational values

Demerits

- May also annoy the political party concerned.

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

(20 Marks) (250 Words)

(a) Discuss some feasible strategies to overcome the conflict and to create right ambience.

(b) What should be the responsibilities of different social segments and agencies to create positive social ambience for accepting such changes?

Answer: The case presents the serious problem of deep rooted caste discrimination prevalent in our society. Following are other issues and values involved in the case –

- i. Effect of caste discrimination in education of children.
- ii. Difficulty in implementing important government programs on ground.
- iii. School as potential institution to eliminate caste discriminations.

iv. Various ways in which caste system is holding back our development.

(a) At the root of the problem lies the caste discrimination prevalent in the village. So for overcoming the conflict and creating the right ambience following strategies can be implemented:

(i) Use of social influence and persuasion techniques - to Change attitude of people. For example, social proof, reciprocity, liking, dissemination of information, breaking stereotypes etc. can be used. Meeting with parents of children can be organised with responsible member to bring attitudinal change in them.

(ii) Inter- community cultural festivals: The barriers dividing society into various segments can be overcome only when there is more interaction among people. Festivals provide an opportunity to bring people closer.

(iii) Defining shared goals: Village should work together for achieving certain shared goals. Defining such goals like in education and health sector can help in ensuring collective effort of people.

(iv) Education of children - and its importance for the whole family must be highlighted to bring change in thinking.

(v) Leading by Example: As Sarpanch of the village, I will lead by example. I will sometime try the food at the school. It will help in influencing people, and bringing change.

(b) The various social segments and agencies like family, school and Gram Sabha have certain responsibilities for creating right ambience.

(i) Responsibility of Social segments: People must promote shared values like equality, fraternity, justice etc. It is our responsibility to respect every individual in the manner we expect respect from others. We need to persuade people for attitude change if they discriminate against anyone.

(ii) Responsibility of Social Agencies: Law enforcement agencies must ensure proper enforcement of laws which prohibit discrimination. Also Civil servants need to remain pro- active in order to detect early warning signs of such discrimination and take corrective steps. They should also launch various awareness campaigns in this regard. They should lead by example, which will help in influencing people.

So, for bringing social change and creating right kind of ambience, above steps can be taken.

11. One of the scientists working in the R & D laboratory of a major pharmaceutical company discovers that one of the company's bestselling veterinary drugs. B has the potential to cure a currently incurable liver disease that is prevalent in tribal areas. However, developing a variant of the drug suitable for human beings entailed a lot of research and development having a huge expenditure to the extent of Rs. 50 crores. It was unlikely that the company would recover the costs as the disease was rampant only in poverty stricken area having very little market otherwise. **(20 Marks) (250 Words)**

If you were the CEO, then

(a) Identify the various actions that you could take;

(b) Evaluate the pros and cons of each of your actions.

Answer: The case involves ethical dilemma of choosing between –

i. Profitability of the company Vs welfare of poverty-stricken tribal population

ii. Economic values of efficiency Vs social value of empathy and compassion

iii. Loyalty and allegiance to the company Vs listening to one's own conscience.

a) The various actions which can be taken are –

i. Using the CSR fund of the company

ii. Taking support of Government

iii. Raising money through equity market

iv. Collaborating with foreign company

v. appealing common people through media and NGO's for collaboration and funds through sale of products

b) Evaluation of the options:

a) Using the CSR fund of the company

Merits –

i. No extra financial burden on the company

- ii. Utilization of CSR fund
- iii. Company taking social responsibility.

Demerits –

- i. Possibility of negative image of the company as what should have been done naturally is being done through CSR fund.

b) Taking support of government

Merits

- i. It will solve the funding issue.
- ii. Poor people will benefit. Justice will be done to them.
- iii. Government machinery can be utilized for better service delivery.

Demerits

- i. It will put Subsidy burden on government.
- ii. Company's ownership of product will be diluted

c) Raising money through Equity market

Merit

- i. It will solve the problem temporarily.
- ii. Poor people will benefit

Demerits

- i. Investors may lose money in future.
- ii. My company might come under severe financial stress.

d) Collaborating with foreign company

Merits

- i. Not just poor of India, but of whole world will benefit.
- ii. The problem can be solved in holistic manner.

Demerits

- i. Issues of Intellectual property rights may hamper this collaboration.
- ii. Foreign company may sell the drug at higher prices.

e) appealing common people through media and NGO's for collaboration and funds through sale of products

Merits

- i. 4.1 Pool for social activities will be created
- ii. 4.2 Good publicity of company will be done.
- iii. 4.3 Increase in sales and profits which then are transfer to the project

Demerits

- i. It may also decrease the sale as price of company's products will be increased
- ii. may take a long time to collect necessary funds

Considering all the above three options, I will go for the first option, of using CSR fund. Gandhiji said 'business without morality' is a sin. Hence, the issue cannot be neglected. However fiscal prudence also must be taken into account and balance of economic and social value must be achieved.

12. 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 causalities. There was major damage to infrastructure like roads, bridges and power generating units. This led to more than 100000 pilgrims, tourists and other locals trapped across different routes and locations. The people trapped in your area of responsibility included senior citizens, patients in hospitals, women and children, hikers, tourists, ruling party's regional president

along with his family, additional chief secretary of the neighboring State and prisoners in jail.

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

Answer: The case presents an ethical dilemma as some group of people will have to be rescued before others. As civil services officer of the State I will use emotional intelligence to manage my emotions so that I can be objective in identifying vulnerability of different groups and carrying out the rescue operations. I will follow the following sequence for rescue operation.

(i) Ruling party's regional president and his family

(a) Since he has political linkages, he can be used for coordination purposes. He can also help in resource mobilization.

(b) Once vulnerable people are rescued, he and his family will be rescued.

(c) He has a family with him, which include women and children.

(d) Not many resources will be used to rescue just one family.

(ii) Patients in Hospitals

(a) They are highly vulnerable during disasters, because of their inability to take care of themselves. So they should be rescued even before women and children.

(b) Since their number is less and position known, it will be easy to evacuate them with less effort.

(c) Doctors and nurses will be free to give first aid to rescued people.

(iii) Senior citizens

They are valuable members of society, and cannot be left without help for too long. They are also vulnerable because of their old age and physical handicap. People have tendency to leave behind the old, thus priority shall be given to them.

(iv) Women and children

(a) Children are our future generation, and hence they must be rescued first of all.

(b) Women and Children are highly vulnerable during disasters, not just physically but emotionally as well.

(v) Prisoners in jail

(a) They will be rescued now because they can also take advantage of the situation.

(b) Since they are in jail, so their mobility is highly restricted. This makes them vulnerable in disaster situation.

(c) Even though they are prisoners, but still they are human beings. So, they must be rescued, considering their vulnerability.

(vi) Tourists

(a) Next I will rescue tourists, because they lack any means to tackle the disaster themselves. Also they know very less about the local conditions.

(b) But, since they are healthy, so they can wait till other more vulnerable people are rescued.

(vii) Chief Secretary of the other state

(a) He has been well trained to handle such situations. So he can wait till others are rescued.

(b) Instead, he can also help, in rescue operation since he has experience in this regard. This is a part of his duty.

(viii) Hikers

(a) I will rescue them at last, as they have both the training as well as equipments with them, to deal with challenging terrain.

(b) They can easily wait till others are rescued.

So, I will conduct the rescue operation according to above mentioned priority list. However, in some cases, simultaneous rescue mission can be launched for different categories, as they are not mutually exclusive.

13. *You are heading a district administration in a particular department. Your senior officer calls you from the State Headquarters and tells you that a plot in Rampur village is to have a building constructed on it for a school. A visit is scheduled during which he will visit the site along with the chief engineer and the senior architect. He wants you to check out all the papers relating to it and to ensure that the visit is properly arranged. You examine the file which relates to the period before you joined the department.*

The land was acquired from the local Panchayat at a nominal cost and the papers show that clearance certificates are available from the two of the three authorities who have to certify the site's suitability. There is no certification by the architect available on file. You decide to visit Rampur to ensure that all is in order as stated on file. When you visit Rampur, you find that the plot under reference is part of Thakurgarh Fort and that the walls, ramparts, etc are running across it. The fort is well away from the main village, therefore a school here will be a serious inconvenience for the children. However, the area near the village has potential to expand into a larger residential area. The development charges on the existing plot, at the fort, will be very high and the question of heritage site has not been addressed. Moreover, the Sarpanch, at the time of acquisition of the land, was a relative of your Predecessor. The whole transaction appears to have been done with some vested interest. (250 words) (25 Marks)

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

Answer: Following are the issues and values involved in the case –

- i. Right to education of children is hampered due to corruption.
- ii. Violation of 'integrity of the process' during clearance to the plot for school.
- iii. Nepotism and favoritism as common form of corruption.

(a) The likely vested interest of the parties involved are –

- (i) Grabbing the heritage land illegally by village and previous government authorities.
- (ii) The two certifying authorities, certifying the suitability of plot, for some monetary or in kind gains.
- (iii) Vested interest of Sarpanch, in keeping the area near village for residential purpose, instead of using it for school. He might be considering the monetary gains which can be made by this.
- (iv) The predecessor providing undue advantage to Sarpanch, by misusing his authority.

(b) Evaluation of the actions which can be taken.

(i) Awaiting the visit of the superior officer and let him take a decision.

Merit

- i. It will help in maintaining the line of hierarchy in decision making process.
- ii. Seniors will take a holistic view of the whole issue, considering the best available evidence.
- iii. It will help in solving the problem and punishing the guilty.
- iv. I will also perform my duty efficiently.

Demerits

- i. It will delay the solution of the problem.
- ii. It will be like transferring my duty to my seniors.

(ii) Seeking his advice in writing or on phone.

Merits

- i. It will help in appraising the seniors, of the situation.
- ii. It will also help in quicker decision making.
- iii. I will perform my duties efficiently.
- iv. It may help in solving the issue before seniors visit the site.

Demerits

- i. Seeking advice will again be like shifting responsibility on seniors.
- ii. Getting written orders will delay the process of solving the issue.

(iii) Consulting my predecessor/colleagues, etc. and then decide what to do.**Merits**

- i. I can know about the exact reasons behind the decisions of predecessor.
- ii. I will have a democratic and legal approach towards problem resolution.
- iii. It will help in proving the wrongs done by predecessor

Demerits

- i. It may not help in solving the problem, because of the vested interest of the predecessor.
- ii. It will delay the decision making process.
- iii. I will have to bear the responsibility for the actions based on their advice.

(iv) I can find out if any alternate plot can be got in exchange and then send a comprehensive written report.**Merits**

- i. It will help in solving the problem, as school cannot be constructed at present location.
- ii. Sending detailed report will help in appraising seniors on every aspect of the issue.
- iii. Standard operating procedure will be followed in resolving the issue.
- iv. I will perform my duty efficiently.
- v. Children will benefit if plot for school is near the village.

Demerits

- i. It may cause some delay in resolving the problem.

Considering the above four options, I will go with the fourth option as it resolves the issue in a holistic manner, while maintaining the line of duty.

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

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

(250 words) (25 Marks)

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

(b) *How would you manage and mould patriarchic attitude of the village elders to ensure harmony in the inter-generational relations?*

Answer: The case involves the issue of ensuring safety of girls, without disrupting their education. It also involves ironing out the difference of opinion between the two generations. Following are other issues and values involved –

- i. High prevalence of crime against women in our society.
- ii. Compromising attitude of people with regard to girl's education rather than ensuring safety to them.
- iii. Traditional division of gender roles and jobs being considered as exclusive right of males that often leads to injustice for women (unfair distribution of benefits and burdens).

iv. Right to education for girls.

v. Law and order as a common good. Responsibility of state to provide equal opportunities to all.

(a) Following steps can be taken for safety and education of girls:

i. **Security arrangements for girls** – security personnel must patrol during odd times and strict and prompt action to catch and punish the criminals.

ii. **Community support** – younger generation who must be motivated to come out in support of girl's education and provide confidence to girls and their family. They must also keep a vigil on criminals and inform the authorities. Community policing can be started in this regard. Elders can be given the responsibility to take and bring back girls from school.

iii. **Changing Socialization process** - Gender stereotypes need to be broken by changing the socialization process of children. Child rearing practices can be modified. Boys should also be questioned for their conduct.

iv. **Combat training** - Girls can also be taught in self-defense techniques in school only. They can also be asked to move in groups.

v. **Infrastructural improvements** - Safety of girls in rural area is compromised because of lack of adequate infrastructure, like street light, toilet facilities etc. Bridging these gaps will help in providing a sense of security to girls. Constructing toilets, providing them cycles etc. are some of the steps.

(b) For managing and moldings the patriarchal attitude we need to use the following methods:

i. **Using persuasion techniques** - Elder people must be persuaded with all due respect, in order to change their attitude towards girl education. Sarpanch of the village can play a significant role in this, since his position has authority to influence behavior of people.

ii. **Leadership skills** - The situation requires leadership skill on my part to influence the attitude of elderly people. I can do it my demonstrating them the benefits of girl education, through various examples. It is a powerful method of social influence.

iii. **Emotional intelligence** - It also requires emotional intelligence on my part, in order to understand and manage the emotions of the village elders. This is crucial for success of other steps. The issue has lot of emotional component, which need to be managed properly.

iv. **Attitude change** - stereotypes and prejudice can be broken through adult education and dissemination of information regarding the benefits of girl education.

v. **Role modelling** – Educated girls from the area who have brought prosperity and fame to the family must be highlighted.

vi. **Highlighting the benefits girls and women can avail from government schemes and policies** – like standup India, scholarships etc. Educating the girls will make them self-dependent. They can generate more jobs rather than just taking up the share of boys. In long-term, it will also help in slowing down of population growth rate.

So, in this manner social change can happen, and ensure that there is inter-generational harmony.



Previous Years' Model Answers

Civil Services (Mains) GS PAPER IV-2016 Solutions (Ethics, Integrity and Aptitude)

Section A

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

Answer. Ethics are like electricity. It is not apparent to naked eye but can be felt instantaneously in specific conditions and visible when power is switched on. Similarly, ethics play an implicit but important role in human life and society.

At individual level

- Ethics boosts dignity and self-respect. It foster respect from others and gives opportunity of leadership.
- It avoids inner dissonance, conflict and crisis of conscience.
- It improves spiritual and mental well-being.
- Ethics helps us to arrive at decisions more quickly as it assists making choices.
- Keeps control over hedonistic tendencies and Helps in achieving true happiness.
- Reduction in petty crimes like Jumping red light, Domestic violence, Crime against the aged, women and children etc.
- They motivate people towards higher goals of life like self-esteem and self-realization.

At social level

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

b) *Why should impartiality and non-partisanship be considered as foundational values in public services, especially in the present day socio-political context? Illustrate your answer with examples.*

(150 words, 10 marks)

Answer: In the present socio-political context when there is tussle over reservation in education and employment, disagreement over core social values, interstate water dispute, displacement and resettlement for developmental project, increasing unemployment, loss of political ideology etc., public impartiality and political non-partisanship have become far more important.

Implications of public impartiality

- It brings credibility and trustworthiness in the relation between public and government organisations.
- It enables a civil servant to ask appropriate questions, however grand the person or organisation with which he is dealing. For instance, an enquiry into the financial standing of a multinational can often be less rigorous than a similar enquiry of a small firm. But a civil servant can never take anything for granted.
- It is a defense against the senior or public figure who might otherwise expect a civil servant to give them priority or special treatment. For example, a local businessman having close association with ruling party may ask you for the favour (giving him police protection).
- It helps the civil servant to maintain the queue i.e. treating people on first come, first serve basis. For example, all people are treated alike during present demonetization drive. It prevents injustice to those who belong to the lower rung of the society.

Implications of political non-partisanship

- Public confidence in the non-political character of civil services,
- Confidence of ministers belonging to any political party in the loyalty of their permanent civil servant. For example recent demonetization is being opposed by opposition political parties but the scheme has to be made successful in all states even in states where they are in power. Any political affiliation by public servants, especially in emotionally charged environment, will derail the whole effort by central government.
- High morale of civil servants as promotions, transfers and other services conditions are based on merit and not on political considerations.

In fact it is the corrosion of these values which has led to corruption, injustice and absence of public service which is central to any administrative system.

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

Answer: Governance is defined as a manner in which power is exercised in the management of a country's economic, human and social resources for maintenance and developmental functions. For example, government manages the mineral resource of our country and auctions it from time to time.

When good is added as a prefix to governance, a value dimension is added, which includes both means and ends oriented values in context of democracy, profession, citizens, ethics and morality. **Good governance** thus is not only efficient use of nation's resources but also includes regard for higher values of governance like human rights, justice, liberty and equality. For instance, online auctioning helps in maintaining transparency and fighting corruption.

Good governance is inherently ethical in nature. **Ethical governance** denotes administrative measures, procedures and policies that fulfil criteria required for the ethically good or acceptable handling of public affairs, such as in public administration, public health care, education, and social security.

For instance, if there is auctioning of a coal block and there has to be displacement of people then their rehabilitation is done in a manner in which their living style and standard are preserved as far as possible. Ethical governance thus implies:

- Concern for probity, justice, fairness, equality, and integrity on part of public officials.
- Prohibition of all forms of corruption and favouritism
- Accountability and responsibility of public administrators towards different entities

Gandhian concept of Ramrajya and trusteeship is based on ethical governance only.

b) *Discuss Mahatma Gandhi's concept of seven sins.* (150 words, 10 marks)

Answer: As per Mahatma Gandhi, there are seven things which destroy us. They are:

1. Wealth Without Work: our tendency to earn more by doing less. Such tendency forces us to compromise with our morals and takes shortcuts which ultimately lead to loss of integrity.
2. Pleasure Without Conscience: acting without the sense of responsibility that how it will affect others and the society. putting a high-powered sports car in the hands of a teenager who is high on drugs.

3. Knowledge Without Character: you are a doctor, but instead of curing patients, you are involved in running kidney rackets. Knowledge in wrong hands is very dangerous.
 4. Commerce (Business) Without Morality (Ethics): will lead to concentration of wealth and rise in inequalities. Recent cases of Volkswagen emission scandal and Sahara group financial misconduct showcase repercussions of immoral business.
 5. Science Without Humanity: human touch should always be there. All creations and innovations in sciences should be for the development of the society rather than for the destruction of humanity. Example developing nuclear weapons instead to peaceful use of nuclear technology.
 6. Religion Without Sacrifice: religion teaches us tolerance and sacrifice. Every religion calls for empathy and compassion towards all. Social interest must be looked before self-interest. Religious fundamentalism today is on rise.
 7. Politics Without Principle: political corruption and criminalization is largely a result of absence of ideology. It makes politicians opportunist in nature.
3. *a) Analyze John Rawls's concept of social justice in the Indian Context. (150 words, 10 marks)*

Answer: John Rawls came up with his Theory of Justice to maintain a balance between distributive justice and efficiency.

Rawls argues that a rational individual behind the veil of ignorance would only choose to establish a society that would at least conform to the following two rules:

1. Each person is to have an equal right to the most extensive basic liberty compatible with similar liberty for others.
2. Social and economic inequalities are to be arranged so that they are both:
 - a) Reasonably expected to be to everyone's advantage and
 - b) Attached to positions and offices open to all.

Rawls acknowledges that in the "real world" there are significant differences between individuals that under conditions of liberty will lead to social and economic inequalities.

The second principle permits such inequalities and even suggests that it will be to the advantage of all, but only if they meet two specific conditions.

Implications in Indian context:

- Indian constitution also calls for liberty and equality. But equal treatment is given only in equal circumstances. If special powers are given to certain people, then they should work for those who are deprived from the power.
- Reservation Issue: providing reservation leads to advantage for all sections even when huge inequalities are there. This is done to neutralize the effects of historical wrongs.
- Sustainable development: to maintain balance between economic, social and environmental development.
- Economy: monetary policy or present demonetization drive must be used to avoid concentration of wealth.

Thus, John Rawl provides us an opportunity to solve various matters of Indian socio-political setup in impartial and rational way.

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

Answer: 2nd ARC has suggested a comprehensive Civil Service Code that can be conceptualized at three levels.

1. At the apex level, there should be a clear and concise statement of the values and ethical standards that a civil servant should imbibe. These values should reflect public expectations from a civil servant with reference to political impartiality, maintenance of highest ethical standards and accountability for actions.
2. At the second level, the broad principles which should govern the behaviour of a civil servant may be outlined. This would constitute the Code of Ethics. The Code of Ethics should include: integrity, impartiality, commitment to public service, open accountability, devotion to duty and exemplary behavior.

3. At the third level, there should be a specific Code of Conduct stipulating in a precise and unambiguous manner, a list of acceptable and unacceptable behaviour and actions.

The Commission has stated that the Code should be enforceable through strict punishment and should be given a statutory backing by including it in the then proposed Civil Services Bill.

Thus the commission has given importance to both code of conduct and code of ethics by integrating them thus neutralizing their limitations and uniting their strengths. Government also has taken an initiative to introduce a comprehensive code in all India services.

4. a) ***“Corruption causes misuse of government treasury, administrative inefficiency and obstruction in the path of national development.” Discuss Kautilya’s views. (150 words, 10 marks)***

Answer: As per Kautilya, honesty is not a virtue that would remain consistent lifelong and the temptation to make easy gains through corrupt means can override the trait of honesty any time. He also compared the process of generation and collection of revenue (by officials) with honey on the tip of the tongue, which becomes impossible not to taste.

He realized the difficulty in catching the corrupt as he compared embezzlers to fish moving under water and the virtual impossibility of detecting when exactly the fish is drinking water.

Based on such observations about the nature of human beings, he prescribed a strict vigil even over the superintendents of government departments in relation to the place, time, nature, output and modus operandi of work.

Present context

- Rajiv Gandhi said that for every rupee sent to the common man, only 17 paise reached him.
- According to CAG report 2G scam caused loss of 1.76 lakh crore to the exchequer.
- Most of the PSU’s are running in loss.
- Pity corruption in government offices make clearance very tardy process due to which NGO’s, startup’s, and other ventures suffer temporal, financial, mental and emotional losses.

People repose trust on government and empower it to guard the public fund. Corruption leads to dereliction of this fiduciary responsibility of government. It leads to erosion of trust, credibility and legitimacy of government.

This creates disconnect between people and government machinery cause bottleneck in implementation of government programs and development initiative. Issue of land acquisition, tax payment, exercising right of franchise, disconnect of politics from youth etc arises. All these affect National development in long term.

b) ***How could social influence and persuasion contribute to the success of Swachh Bharat Abhiyan? (150 words, 10 marks)***

Answer: Social influence occurs when one’s emotions, opinions, or behaviours are affected by others in the society. It is a broad term that relates to many different phenomena like conformity, obedience and persuasion. Certain techniques are:

- Sense of alienation.....no toilet, no bride
- Defamation.... e.g. in a school in Kerala students say OD (open defecation) and ODF (open defecation free) instead of absent and present respectively. This has led to initiative by families in the village.
- Religious guru help can be sought due to higher obedience and acceptance among people.
- In a village in Rajasthan children are asked to do patrolling in early morning and out of shame people have stopped open defecation.

Persuasion: is a technique of social influence to change the attitude of people. Certain methods which have been or can contribute to the success of Swachh Bharat Abhiyan are:

- Prime minister himself took the broom and cleaned the street. This led to idealized inspiration and contributed to the success of scheme.
- Involving celebrities to impact emotions - People try to replicate the celebrity activities eg: VidyaBalan campaign.

- Showing videos of fly's coming from contaminated areas to food and subsequent health problem caused can help people in understanding and drawing conclusion. Awareness led to the change in the cognitive component of attitude.
 - Advertisements in which children spread the message of cleanliness and remind the elders of their duties
 - Conservation and recycling can be enforced as a value using in our society using emotional intelligence and persuasion. Last noble prize in biology was given for autophagy in which our body recycles the dead cells and uses it again in formation of new cells. This message can be spread and used to persuade people to keep environment clean by utilizing wastes and converting them to energy.
 - Construction of household and community toilets to help people showcase their changed behaviour.
5. ***Law and ethics are considered to be the two tools for controlling human conduct so as to make it conducive to civilized social existence.***

a) ***Discuss how they achieve this objective.***

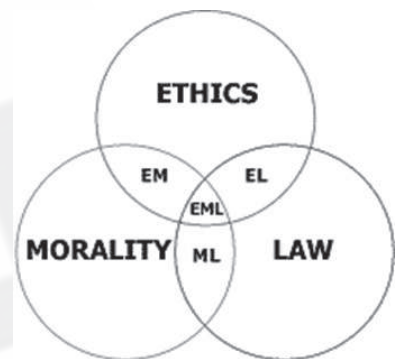
b) ***Giving examples show how the two differ in their approaches.***

(150 words)

Answer: A harmonious relation between Laws and ethics can lead to a pro-social human conduct thus leading to individual and social well-being.

a) **They achieve this objective as:**

- They both set standards of right and wrong for individuals and society.
- They both have punishments in legal and social forms like defamation, social censure of mis-behaviour etc.
- Both are formulated in such a way that human well-being is ensured. So people are self-motivated to follow them. Eg: laws against rash driving are for safety of citizens. Value of honesty and integrity brings respect and dignity to individuals.
- Both helps individual to take decisions which are good for all.



b) **Difference in their approach**

1. Laws are rules developed by governments in order to provide balance in society and protection to its citizens. Ethics are standards developed by society or organisations to judge what is right and what is wrong. Like sitting on metro seats reserved for women is both unethical as well as illegal.
2. Ethics are enforced through people's awareness of what is right and wrong. Laws are enforced by governments to its people.
3. Ethics does not carry any direct and codified punishment to anyone who violates it. However, the law will punish anyone who happens to violate it.
4. Ethics are subjective, whereas laws are relatively objective.
5. Laws indicate what people must do while ethics indicate what they should do.

Thus ethics brings permanent or long lasting change in us. It targets the attitude and emotional intelligence of people. Laws on the other hand try to ensure external behaviour without necessarily conditioning the internal values.

6. ***our attitudes towards life, work, other people and society are generally shaped unconsciously by the family and the social surroundings in which we grow up. Some of these unconsciously acquired attitudes and values are often undesirable in the citizens of a modern democratic and egalitarian society.***

a) ***Discuss such undesirable values prevalent in Today's educated Indians.***

b) ***How can such undesirable attitudes be changed and socio-ethical values considered necessary in public services be cultivated in the aspiring and serving civil servants?*** (150 words, 10 marks)

Answer: Attitudes and values are learned dispositions which are acquired by an individual from his/her family and other agencies through different techniques.

a) **Undesirable values**

- i. **Caste system** – is deeply rooted in our society, even among educated Indians. Parents showing discrimination towards certain caste can have considerable influence over children especially during their early years of life when most learning take place unconsciously.

- ii. Considering women as weaker sex. E.g. Patriarchal society giving more importance to male child.
 - iii. **Dowry:** society showing high regard for fat Indian weddings.
 - iv. Apathy in political affair
 - v. **Circumvention of laws** – tax evasion and avoidance; financial crimes are done by educated people. jumping red lights etc.
 - vi. **Lack of value of conservation** – wastage of food in weddings, parties etc.; lack of recycling of waste; excessive use of water and electricity etc.
 - vii. **Lack of Compassion** – for animals, tribals, weak and vulnerable etc.
 - viii. **Lack of scientific temper** – superstition etc.
- b) Ways to bring change in attitude and values:
- i. **Targeting the cognitive component of attitude** - family and other social institutions must inculcate good values through democratic child rearing practices. Children must be encouraged to ask questions.
 - ii. **Developing emotional intelligence** - to understand the suffering of others to develop empathy and compassion for poor, tribals, Dalits and even animals. This will also help in not doing corruption as it hurts the poor most.
 - iii. **Spending time with common people** – like recently all secretaries were asked to visit and spend time in the district of their first appointment. Similarly, program like “Bharat Darshan” helps new civil servants in developing connect with the masses.
 - i. Even aspiring civil servants should study the problem and diversity of our nation. This can motivate them to appreciate the diversity and strife to solve the problems.
 - iv. **Role modelling** – leaders like Gandhiji, Subhash Bose, Lal Bahadur Shastri who dedicated their life for the nation and must be propagated among youths to keep them motivated.
 - v. **Physical exercise and Yoga** – to help bear the mental and emotional stress and maintain moral conviction and fortitude.
7. *Anger is a harmful negative emotion. It is injurious to both personal life and work life.*
- a) *Discuss how it leads to negative emotions and undesirable behaviours.*
 - b) *How can it be managed and controlled?* (150 words, 10 marks)

Answer: As per Mahatma Gandhi, anger and intolerance are the enemies of correct understanding. However, there's nothing wrong with anger provided one use it constructively.

- a) Anger is not harmful for society but also for self.
- Anger destroys the objectivity, the power of rational thinking and does not allow emotional intelligence to function.
 - It kills the values of forgiveness and magnanimity.
 - It aggravates the virtual sense of deprivation and feeling of revenge. Then suffering of self is used to justify undesirable behaviour.
 - Vulnerable or weak like subordinates, wife, children etc. become the victim.
- b) Managing, controlling and channelizing anger needs emotional intelligence on part of individual.
- Understanding your emotions and taking responsibility for them.
 - Directing anger towards problems and not people.
 - Identifying what makes one angry and pre-empting such situation. For instance, if getting late makes one angry then task must be completed on time to avoid last minute rush.
 - Doing physical exercises or yoga to endure mental and emotional stress.
 - Developing emotional intelligence to understand others view attitude and behaviour. This will help in understanding the situation and avoid frustration.
 - At early stage, family and other social institutions must inculcate value of forgiveness, compassion, sacrifice, magnanimity etc.
 - Practical methods like fasting can be adopted to control on one's anger.
 - When anger rises, one must think of the consequences.

It was Duryodhana whose anger led to the destruction of whole Kuru Empire whereas on other hand proper management of anger led Mahatma Gandhi win freedom for India.

8. *“Max Weber said that it is not wise to apply to public administration the sort of moral and ethical norms we apply to matters of personal conscience. It is important to realize that the state bureaucracy might possess its own independent bureaucratic morality.” Critically analyze this statement. (150 words, 10 marks)*

Answer. German sociologist Max Weber (1968) held that bureaucracy is the structure by which government can best execute laws at the functional level. Bureaucratic morality is supposed to have objectivity, impartiality and non-partisanship.

In personal conscience empathy and compassion must be applicable always. But it may not be true in bureaucracy. If an old woman comes to avail the benefit of a social sector scheme but has no proper documents then officer in charge may not be able to honor her demand immediately due to objectivity, work culture, organizational hierarchy etc.

Bureaucracy has to balance the conflicting rights of citizens like right of livelihood and protecting the culture of tribals and effort of state to take forward developmental projects. Such conflicts generally do not occur in personal domain. Hence Weber suggested to not mix personal conscience and bureaucratic morality.

However, the stand of Max Weber has been contested now and it has been suggested that bureaucrats must be connected to masses with the string of empathy and compassion.

Bureaucrats in developing countries are vulnerable to getting trapped in distancing confines of power elites. They must walk among the kings and yet not lose the common touch. This can only be done through morality.

Bureaucrats today have great discretion which may often lead to corruption and nepotism. These tendencies can only be controlled through a judicious mix of both bureaucratic and personal morality.

In developing countries societies remain in transition. There are conflicting rights of citizens; sense of alienation; sense of relative deprivation; e.g. – Demand of reservation in various parts of countries, environmental movements, issues of displacement and rehabilitation etc. In such situations bureaucrats need to be connected to masses to understand the problems, make process decentralized and expand the horizon of decision making and their implementation.

Section B

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

- a) *What arguments can you advance to show her that keeping quiet is not morally right?*
 b) *What course of action would you advise her to adopt and why?* (250 words, 20 marks)

Answer: Issues and values involved in the case:

- i. River water as the common good of society.
- ii. Right to health of Villagers.
- iii. Work culture and Organisational value of chemical industry.
- iv. Value of courage of Engineering graduate.
- v. Ethical dilemma of choosing between justice to villagers and rights of her family.

- vi. Ethical dilemma of choosing between integrity and social well-being.
- vii. Environmental ethics
- viii. Professionalism and responsibility of chemical industry towards society at large.
- a) I will put forward following arguments to convince her that keeping quiet is not morally right:
- Under such situations, a person can either adapt to the work culture or take the responsibility to change it. Acting against wrong is in itself morally uplifting.
 - By keeping quiet she is failing to deliver justice to villagers which she can. Benefits are taken by the industry whereas burden will fall upon the villagers.
 - She is also putting the future of her company in jeopardy. In short term, profits will be gained by the company. But in long term the news may get leaked to the concerned government authorities, leading to huge negative repercussions for all stakeholders.
 - She is also not setting right example for other colleagues at work place. Doing wrong and accepting the wrong are equally punishable.
 - She can show some courage and make her family proud. It will also increase her respect at work place.
 - She will be guilty in her own court of conscience and this will create inner dissonance and guilt. For her own emotional and mental well-being, she should not remain silent.
 - Being a fresh graduate there is no dearth of opportunity for her. Also integrity is non-negotiable and non-selective. Jobs will come and go but integrity once lost is difficult to regain.
- b) *I will advise her following course of action:*
- Do some ground research and come up with concrete report about number of people getting affected and the potential harm caused to health. This will increase her persuasion power and she will be taken seriously.
 - Take the report to her immediate boss and invoke his/her conscience. If he doesn't listen, then take it to senior management.
 - Remind the company of corporate social responsibility and responsibility towards society.
 - Trust and faith of people is required for the long term interest of the company. Once it is lost then sale of company will be plummeted.
 - Present a case study where companies lost business due to loss of confidence of people.
 - Present the pertinent environmental laws and punishment for violation to instill fear as deterrent.
 - If still the company doesn't agree to treat the waste then she must leave the job, complaint to the concerned authority and create awareness among people.

She must not be worried about her job as even if continues with it, she will never achieve happiness and satisfaction.

10. 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 development goes to industries, industrialists and urban communities whereas the costs are passed on to these poor helpless people. This unjust distribution of costs and benefits is unethical.

Suppose you have been entrusted with the task of drafting a better compensation-cum-rehabilitation policy for such displaced persons, how would you approach the problem and what would be the main elements of your suggested policy?
(250 words, 20 marks)

Answer: The case presents the difficulty and necessity of balancing economic and social development. Following are major issues and values which must be taken into account while reaching a plausible solution:

- i. Virtues of empathy and compassion for marginalised and those who suffer displacement.
- ii. Proper rehabilitation and resettlement.
- iii. Social justice – the benefit and burden must be shared equally in society.

- iv. Inclusive development
- v. Social capital as a common good
- vi. Right to dignified life for those who suffer for national development.

My approach towards drafting a better compensation-cum-rehabilitation policy:

- To make social justice embedded in economic activity and development project.
- There should be holistic rehabilitation and resettlement program rather than just monetary compensation.
- To ensure that living standard of displaced people do not deteriorate.
- Local tradition and culture must be given due respect and effort must be made to preserve them.

Main element of the policy

- Mandatory social impact assessment along with environment impact assessment. Local people must be integrated with the development which will happen through proposed project.
- Rehabilitation and resettlement process must begin before the permission for the project is granted.
- Company must use corporate social responsibility fund to rehabilitation and resettlement process.
- Skill development programs like “Hunar Se Rojgar”, “SeekhoAurKamao”, Skill India etc has to be run for capacity building and increasing coping capability.
- People who face displacement must be provided all government facilities like PDS ration, Bank accounts, Aadhar number etc. They must be protected from any kind of discrimination in their new home.
- They must be shown ways and means for employment opportunity.
- Social integration at new place must be ensured.
- Government and company must keep close contact with the migrants to help them with their further problems and to give them a “sense of belongingness”.

Displacement may become inevitable sometime for economic development but we need to ensure than the process remains fair, just and inclusive.

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

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

b) Give your reasons for it.

(250 words, 20 marks)

Answer: This case presents the difficulty in implementing socially important schemes without any exclusion. Following are other important issues and values involved:

- i. Objectivity in public service
 - ii. Rule of law and work culture
 - iii. Virtues of empathy and compassion for poor and destitute.
 - iv. Right of genuine beneficiaries to avail social service schemes.
 - v. Effectiveness and inclusiveness of government schemes.
 - vi. Organizational and personal value conflict.
- a)** The dilemma is to maintain rule of law and organizational value and work culture without compromising on the personal value of empathy and compassion for the poor and destitute. To resolve the dilemma, I will follow the rule for the scheme. As per the rule old lady is not eligible for the scheme. Rules are made with proper reasoning and for greater good of society. It provides legitimacy and credibility of government bodies. Understanding this will help me resolve my dilemma.
- However on personal level I will also try to preserve my own values to avoid any crisis of conscience and inner dissonance. I will help the old lady with some money for temporary respite and take adequate step to bring her under the fold of beneficiary of the scheme.

This will ensure consonance between organizational and personal values.

- b) Objectivity is considered as cardinal value of civil servant. This helps in equal and impartial treatment of all. This helps in not allowing any sense of relative deprivation to creep in. This is why following the rule can help in resolving ethical dilemma. It is the objectivity which makes bureaucracy legal and rational. Making exceptions can set wrong precedent for employees and opportunity for the corrupt.

Further the problem of exclusion has to be dealt with holistically. The issue of documentation has to be resolved for all of the likes of the old lady. Error in law must be rectified as laws are made for men; men are not made for laws. They are the means to achieve the ends of equality. For this systemic change is required. Discretionary approval of individual for the scheme will create more problems of error, nepotism and corruption.

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

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

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

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

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

a) *Just ignore thinking about it because it is their personal matter.*

b) *Repost the case to the appropriate authority.*

c) *Your own innovative approach towards the situation.*

(250 words, 20 marks)

Answer. In this case there is lack of integrity in the superior as his attitude and behaviour in public life and private life is different. Following are other issues and values involved in the case:

- Your personal integrity vs. Your social well being
- Good work culture at work place.
- Right of a woman to be treated with dignity and respect.
- Empathy and compassion for vulnerable women.
- Courage to bring justice against domestic violence.
- Balancing personal interest at office with moral responsibility of checking Boss's behaviour at home.

- a) **Just ignore thinking about it because it is their personal matter:** Ignoring the matter will avoid putting my boss in an embarrassing situation in front of me and others. It will also not affect my relation with him and not create any hurdle for me at work place. It will help maintain the prevailing good work culture at office.

However, I will be held guilty in my own court of conscience. I lose my integrity as I will not act as per my values of empathy and compassion. Sense of guilt may arise in me leading to inner dissonance and crisis of conscience. Also justice to my boss's wife will not be done as my boss's behaviour will remain the same. My value of courage will be compromised and this will affect me all through my career, especially when my boss knows that I can't stand for my own values. The incident will also create a bad precedent for society in general.

- b) **Report the case to appropriate authority:** This may act as deterrent and may change my Boss behaviour at home. This will preserve my value of courage, empathy and compassion. I may also be able to safeguard the rights of my boss's wife.

But there is no surety that this will bring endogenous changes in my boss. It may appear to be a short term solution to the problem. Since my boss is good in public relations, there is a hope that with proper guidance, he may improve in his personal relations. Complaint against him will publicize the matter leading to great embarrassment and also the degradation of relations between me and my boss.

So I would not risk my relation with my boss without surety of justice for his wife.

- c) Your own innovative approach towards the situation:** Lasting effect can come when change from within is brought in my boss while maintaining his dignity. This will ensure healthy and sustainable relation between him and his wife. I will try following innovation approach:
- i. I will narrate him some moral stories, informally, at work place, to bring attitudinal change in him.
 - ii. I will invite him for some movie with persuasion power towards respecting women and changing attitude towards them.
 - iii. I will invite him at my own home with his wife and show how well I treat my wife. This may move his conscience as he is a good person at work place.
 - iv. I will try to find some strength and qualities in his wife which will make my boss more appreciative of him.
 - v. I will present some data of domestic violence in our country and how it is holding back socio-economic development of our country. My boss is person with good aptitude, hopefully he will understand.

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

a) Identify the issues involved in the case

b) What can be suggested to satisfy the company's goal and to address the residents' concern?

(300 words, 25 marks)

Answer. a) Issues involved in the case -

- Negative attitude of people towards development projects and change.
- Communication gap between corporate, government and local people which leads to protest and stalling of project.
- Effort of government to develop underdeveloped regions through developmental projects.
- Lack of involvement of locals in clearance of projects.
- Need for widening the concept of development which is mostly seen in terms of only economic activity.
- Historical legacy of poor relations and apathy among society, government and private sector.
- Consciousness of people regarding social structure and opposition against migrants.
- Poor level of tolerance and trust among culturally diverse people.
- Bad precedents of non-inclusive development where local people are deprived from the fruits of growth and natural resources.

b) Companies goal and residents concern can be harmonized in following ways:

1. Various persuasion techniques have to be used to remove the trust deficit and negative attitude of people:

- Success stories of development of backward region due to coming of industries have to be narrated to people in the way that is easy to understand and draw conclusion.
 - Since the project is supported by government, bureaucrats and local M.P's, MLA's and Panchayat leaders can use emotional intelligence to understand the concern of people and take steps to resolve them.
 - Media can be effectively used to propagate the positive message and importance of the project.
2. The company must use CSR fund and begin the social developmental work and develop some social capital.
 3. The company can help in execution of various skill development projects run by government there by developing capacity among locals for them to be less fearful of outsiders or changing socio-economic dynamics.
 4. Government must appoint special officer to listen to the grievances of people. This will avoid the project getting delayed due to litigation and the region being denied the opportunity for development.
 5. A more participative and transparent approach on part of company is required. A group of local residents chosen by people themselves can be given a position in company. They can have the power to be part of decision making and voting on local issues.

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

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

A measure of Government control over voluntary social work is necessary. But it should not be exercised in a coercive or corrupt manner. What measures can you suggest to ensure that due control is exercised but well meaning, honest NGO efforts are not thwarted? (300 words, 25 marks)

Answer: The case presents the importance of NGO's in social development and also difficulty in smooth functioning of even well-meaning NGO's. Following are other issues and values involved in the case:

- Value of sacrifice and courage in Saraswati to leave a successful career in USA.
- Empathy and compassion for poor.
- Role of NGO in taking forward the Right to Education in rural areas.
- Bureaucratic layers in decision making.
- Poor work culture at government officials.
- Absence of respect of law and demand for bribe.
- Issue of good governance, responsiveness, quick clearance and maintaining the enthusiasm of NGO's in social sector initiative.
- Right of government to monitor the functioning of NGO's.
- Unethical conduct on part on many NGOs leading to strict control by government.

Following steps must be taken to ensure that due control is exercised by the government over NGO's and at the same time well-meaning and honest NGO's are not thwarted:

- i. The trust deficit between government and NGO's must be removed. This would be the first step in making the functioning of NGO's easier. This can be done by transparency and proactive declaration of NGO's work by themselves.
- ii. A voluntary acceptance of a code of ethics by all NGOs.
- iii. Involvement of local people in NGOs functioning.
- iv. Voluntary disclosure of funding and work done in every financial year by NGOs.
- v. Introducing the concept like "Right to clearance" for NGO's as well as they play very important role

in social sector. The prior investigation and analysis regarding NGO's work must be completed in time bound manner.

- vi.** Work culture in government offices must be improved. Official must be made more responsive, objective, and competent.
- vii.** Government officials must be attached with masses with the string of empathy and compassion. This will enable them to be more responsive to social sector initiatives.
- viii.** Strict implementation of anti-corruption laws and check on demand for bribes. Grievance redressal mechanism against such cases.
- ix.** Use of ICT to tract the functioning of NGO's by feedback from ground to obviate the detailed and delayed scrutiny of NGO's proposal and yet keep due control.



Previous Years' Model Answers

Civil Services (Mains) GS PAPER IV-2017 Solutions (Ethics, Integrity and Aptitude)

Section - A

1. *Conflict of interest in the public sector arises when*

- (a) *official duties,*
 - (b) *public interest, and*
 - (c) *personal interest*
- are taking priority one above the other.*

How can this conflict in administration be resolved? Describe with an example. (150 words, 10 marks)

Answer: Because of the multiple roles public servants play in their daily lives, they inherently possess many different interests and loyalties. At any given time, these interests may compete. Such conflicts are a part of life and are unavoidable. For example:

- When, a judge gives a ruling in a case which involves his son as one of the party. It involves actual as well as perceived conflict of interest. (happened with former CJI S.H. Kapadia in Vodafone case)
- When as a District Collector, you have to decide over circle rates of an area which also includes one of your ancestral properties.
- When your official duty calls for obeying your political boss but public interest requires going against his will.

Any such conflict can lead to feeling of injustice among citizens. Thus, civil servants not only have to remove the actual conflict of interest but also any kind of misperception created by the conflict of interest. This can be done through following strategies:

- **Register** – where details of the conflict of interest are declared and registered. (In low-risk situations this single strategy may be sufficient.)
- **Restrict** – where restrictions are placed on the officer's involvement in the matter.
- **Recruit** – where a disinterested third party is used to oversee part or all of the process that deals with the matter.
- **Remove** – where the officer chooses, or is requested, to be removed completely from the matter.

For example, a principal of a college may restrict or completely remove himself from the enrolment process of students as his son has applied for the seat. In long term, rules must be made and codified (in code of conduct) to avoid even a potential conflict that may arise in future.

The primary goal of managing conflicts of interest should be to ensure that decisions are made – and are seen to be made – on proper grounds with transparency, for legitimate reasons, and without bias.

2. *Examine the relevance of the following in the context of civil service: (150 words, 10 marks)*

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

Answer: Given values are often considered to be foundational for any system of good governance.

- (a) **Transparency** – Transparency creates trust in administration and solves most of the problems of corruption. Citizen’s participation will increase effectively only if administration functions transparently. RTI act, social audit, citizen’s charter etc can become effective tool of good governance only if administration becomes transparent.
- (b) **Accountability** – Accountability is the glue that binds commitment with the outcome. It is the essence of any democratic system. Accountability creates sense of duty. It ensures smooth governance from policy formulation to execution. Accountability reduces corruption and dereliction of duty in civil services. Target oriented programmes, essential for rapid growth and development of India, can only come with accountability.
- (c) **Fairness and justice** – Fairness and Justice are constitutional obligations on civil servants. It is prerequisite for the credibility of the administration, acceptance of its decision and not allowing any sense of relative deprivation in any section of society. Fairness and justice must be the core values of civil services to deal with the issues like agriculture subsidy and modernization; tribal displacement and proper rehabilitation; temple entry, triple talaq and other issues of women; balanced regional growth etc to bring into reality the slogan of “Sab kaSaath Sab kaVikas”.
- (d) **Courage of conviction** – is the ability to stand for one’s decision even in adverse situation. Due to high level of political corruption, hostile work environment, non-cooperating citizens in militant or naxal prone areas etc civil servants need to have courage of conviction to maintain their integrity and act on higher civil service value of public service. Examples include officers like Satyendra Dubey and S. Manjunath who gave their life to fight corruption in civil services.
- (e) **Spirit of service** – spirit of service is dedication with high emotional component. It is important especially when there is scarcity of resource. For example recently DM of Manipur built road by pooling money by various stakeholders. New emerging challenges like disaster management, migration to digital ecosystem, issues in cooperative federalism etc. with old, persistent and humungous problem of poverty and illiteracy calls for spirit of service to energize and transform our nation.

Thus presence of these values is not a choice but a necessity for probity in governance.

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

Answer.

In one old Hindi patriotic song it has been said addressing to the youth:

“Ye deshhaithumhara, Netatumhi ho kal k” (This country is yours; you are the leader of tomorrow!)

Youth are the trustees of national progress. Their positive attitude in active politics is important to meet this end. For this a comprehensive strategy covering all aspects (cognitive, affective and behavioral) of persuasion and attitude change must be targeted simultaneously.

Following steps can be taken to motivate them to come forward:

- i. **Youth parliament** – must be conducted to instill interest in political issues and desire to become political leader.
- ii. **Role modeling** – highlighting the stature and role of important leaders like Mahatma Gandhi, Netaji Subhash Chandra Bose, Pt. Jawaharlal Nehru, Lal Bahadur Shastri etc in nation building.
- iii. **Use of Emotional intelligence** – to rouse the feeling of patriotism and projecting politics and a mean to express the value of the love for nation.
- iv. **Healthy political debates** – to involve more intellectual and rational youths.
- v. **Electoral reforms** which must include steps to curb corruption and criminalization in politics
- vi. **End of dynastic politics** – and merit based party position will attract more talent in politics. Students with specific knowledge on society, economy, and political science etc must be given preferences and respect within the parties.
- vii. **Annual meeting of young M.P’s and MLA’s** can be organized across the country by Election Commission to attract young talent in politics.
- viii. **Voters must** also demand person of strong ethical conduct and integrity to become their representative. NOTA can be used in this regard.

- ix. **Examples of foreign nation** with young leaders heading their countries must be highlighted.
- x. **Politics over religion**, caste, reservation, language etc must be replaced by politics over development and justice.
- xi. **University elections** need reforms like non involvement of political parties and strict vigilance over use of money and muscle power.

As it is said in the same song referred before:

“Rakh do geek din tum sansarkobadal k” (One day you will change the whole world)

Youth has always driven various segment of our society. Their energy must be channelized towards the right ends.

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

Answer: Integrity has been derived from the word “integer” meaning “whole”. Integrity means wholesomeness of character i.e. unity in thought, speech and action. One of its key characters is that it is non-selective and non-negotiable in nature.

Gandhi ji was one of the greatest examples of integrity we have seen in modern times:

He always stressed on means over end. The means for freedom struggle adopted by Gandhiji were truth and non-violence. Gandhi ji called off non-cooperation movement, after the violence in Chauri-Chaura incident saying that the nation is still not ready for independence. The movement was at peak, British for the first time seemed weak, hope of independence was high, many leaders were not in favor of calling off the movement and Gandhi ji was well aware of discontentment that would prevail, still he called off the movement. Gandhi ji did not compromise with the basic principle of non-violence.

Even during the time of Bhagat Singh’s execution, he remained firm on his idea of non-violence. This was done even when his most loyal follower, Pt. Nehru was not in the favour of his decision and the masses were criticizing him for inaction.

Because of his integrity, millions trusted Gandhi; millions learned from him and counted themselves as his followers. Collectively, they became a force strong enough to gain political independence for India.

b) Corporate social responsibility makes companies more profitable and sustainable. Analyze. (150 words, 10 marks)

Answer: CSR today is evolving into a core business function, central to the firm’s overall strategy and is vital to its sustainability and success in long term. It is a viable business choice as:

- CSR initiatives have a positive impact on attracting long term patient investment from capital market. Many institutional investors avoid companies or industries that violate their organizational mission, values, or principle. Like the share prices of companies like Infosys do not see much fluctuation as compared to companies’ low in CSR.
- CSR builds social capital of a company in society. It influences affectionate component of attitude and people develop positive attitude towards the goods and services of the company. This directly increases the profit of company. Biggest example in this case is of Tatas which spend most of the profits for social development.
- CSR can also be a tool of legitimization. For example, firms that have negative social performance in the areas of environmental issues and product safety use charitable contributions as a means for building their legitimacy. ITC use lots of funds to create health infrastructure largely because of its involvement in tobacco products.
- Such companies also enjoy good relations with the government which often helps them to get competitive edge over their rivals. Like after independence many mining projects were given to Tatas and Birlas through selective bidding.
- CSR creates a general sense of responsibility towards employees as well. This improves work culture of the company leading to greater employee satisfaction and attraction of more talent to the company. Attrition rate becomes less which is important for continuity. Microsoft and Wipro are good examples in this regard.

Thus, CSR leads to win-win outcomes through synergistic value creation as it considers society as an important stakeholder in the company and people also reverent it back through continuous support (like easy project clearance and land acquisition)

5. (a) ***“Great ambition is the passion of a great character. Those endowed with it may perform very good or very bad acts. All depends on the principles which direct them.” – Napoleon Bonaparte.***

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

Answer: Great ambition is the passion which generates loads of energy. It is natural to all humans. But if this energy is not channelized in the right direction using emotional intelligence and ethical conduct, change brought about could be destructive instead of constructive.

Hitler had great ambition and leadership quality. However, his desire to take revenge from ‘Allied States’, reckless decisions, risking the life of soldiers and citizens of his state, led to the destruction of his country.

Duryodhana had again great desire to take the throne of Hastinapur. He was trained by the best and yet his envy and hatred towards Pandavas led to the destruction of Kuru Empire. His acts brought shame to his family and everyone had to pay the price of it.

In Greek mythology, king Agamemnon’s ambition to defeat Troy using any sort of means led to thousands of killings and destruction.

‘Great’ is suffixed after the name of two rulers of India, Ashoka and Akbar. The reason is that both the rulers showed high emotional intelligence in governance. Both of them had great passion for territorial expansion. However, they adopted inclusive approach and gave equal rights to all citizens. They used mix of persuasion, diplomacy and coercion.

Ashoka being a Buddhist never imposed Buddhism on his subjects. He in fact patronized other religions and sects. He enriched cooperation with neighboring states. Akbar came up with ‘sulh-e-kul’, peaceful co-existence of all religion.

Both engraved spirit of tolerance in Indian society which still reverberates and helps India earn soft power.

(b) ***“If a country is to be corruption free and become a nation of beautiful minds, I strongly feel there are three key societal members who can make a difference. they are father, the mother and the teacher.” –***

A. P. J. Abdul Kalam. Analyse. (150 words, 10 marks)

Answer: Parents and teachers happen to be the most important tools of socialization and inculcate value education, motivation, right guidance, appropriate skills and innovation among the children.

Mother is the first teacher of any child. Strong emotional attachment with mother makes a child more confident and innovative in later life. He’s able to question the wrongs of society and don’t take anything for granted. Values like respect for women, gender-equality, tolerance, care, conservation etc develops under the influence of mother which is important to deal with the issue of patriarchy, peace and harmony in society, sustainability, problems of old age etc. Gandhi Ji once said that he learned the technique of Satyagraha and fasting from his mother.

Father is role model of most of the children. Qualities of leadership, responsibility, discipline etc are developed under influence of father. Child rearing practices often shapes the personality of a child. Democratic environment will help child to internalize the ethos of Indian constitution.

Teacher increases the horizon of thinking and learning of a child. The spark for innovation, necessary for our socio-economic development, is provided by classroom learning under the influence of teacher. Values embedded in our history, constitutional values, professional ethics, skill required for employability etc., required for overall development of children are all taught by teacher.

History has witnessed that how Chanakya converted an ordinary boy into a great king of Gupta Empire. Anandkumar’s super 30 is known for its success largely due to his mentoring capabilities.

Thus correct aptitude under correct guidance, values and environment can bring about the magic that Indian society needs today.

6. (a) *How will you apply emotional intelligence in administrative practices?* (150 words, 10 marks)

Answer: Success of any administrative system often depends upon the kind of relation it shares with its environment and Emotional intelligence (EI) is at the heart of every good relationship.

- Most of the foundational values for civil services i.e. tolerance, empathy, compassion, dedication and trust require strong level of emotional intelligence, so that these values can guide the behavior of a public servant.
- Social capital can be generated only if it has a strong backing of emotionally intelligent public servant. It can solve many internal security problems and may lead to harmony and stability.
- Administration is a group activity and emotions are the glue that holds the cells of the organism together. It can't be done without high level of EI at all levels.
- Committed bureaucracy – to understand the philosophy of ruling party, civil servants need to have high EI.
- Administrators today play not only a role of manager but also a leader. As per Daniel Goleman, “As much as 80% of adult “success” comes from EQ.”
- Corruption: civil servants can keep themselves protected from corruption if they use EI to understand the tremendous loss caused by acts of corruption to the nation. They are able to control their hedonistic instincts and become a role model for others.
- Keep oneself motivated – even when desired result is not coming, people in insurgent areas are not cooperating, adverse posting etc. Emotional intelligence helps to channelize one's energy in positive direction and not get frustrated and dejected.
- Understanding culture of humble tribal folks – and being sensitive to their beliefs. This would result in ethical governance.
- Charles Darwin showed as early as the 19th century that emotions were adaptive in the evolution of human beings.

Neuro-scientific discoveries in the last decade show that rationality and emotions are not separate compartments in the brain. Rather they are inextricably woven into all cognition. Thus all learning has an emotional base. And administration has to learn consistently to predict, adapt and control its environment.

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

(150 words, 10 marks)

Answer:

सहनशीलता, क्षमा, दया को, तभी पूजता जग है
बल का दर्प चमकता उसके, पीछे जब जगमग है।

[Tolerance, forgiveness, mercy are revered by the world when the power of the force shines behind it]

This stanza from Ramdhari Singh Dinkar explains how all attributes are complementary and supplementary to each other in international relations.

- **Strength** is sometime required to enforce the mutually agreeable decisions in the larger interest of all. For example, Pt. Nehru was a supporter of nuclear disarmament but as the same time he started the nuclear programme of India. He always believed that it's of no use to talk about nuclear free world without having the nuclear power.
- **Peace** makes the environment amenable for discussion and cooperation. It boosts trade, commerce and people to people contact. Peace provides the foundation for development to take place. For example, unrest and wars in African region has led to its underdevelopment.
- **Security** is of prime importance in international relation as sovereignty is fundamental to existence of state. Security threats like terrorism, human trafficking, smuggling, refugees' issues etc. strains relations with neighboring and other nations as international relation will strengthen only if national interest is protected.

Indian's foreign policy is based on philosophies and principles like “Vasudevikutumbakam”, “Panchsheel, Nuclear doctrine, strategic alliances etc. to bring to the front our strength along with advancement of peace and security all around the world.

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

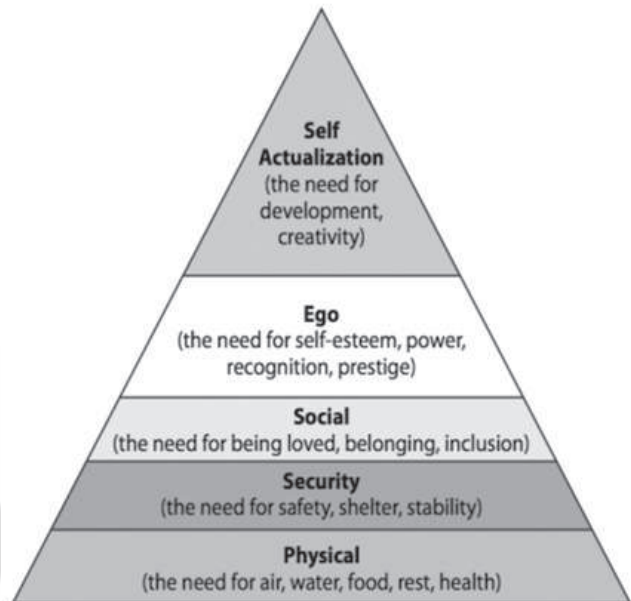
Answer: Good life in modern times is generally perceived on the basis of hedonistic gains. We often adopt a self-centric and materialistic approach.

When we associate our happiness less with the happiness and wellbeing of others then our affectionate and behavioral component of attitude is not aligned with larger social welfare.

Bhagvad Gita also stress on this weakness of human nature which often ignores higher purusharthas of Dharma and Moksha largely due the craving for Kama and Artha.

Today's youth find pleasure in live-in relationships but they do not want to commit themselves to the institution of marriage.

Most of the moral philosophers (Socrates, Plato) have equated good life with being virtuous but today youth is ready to compromise with their virtues for short term material gains. In fact, growing competition and scarcity of resources is not letting youth to get out of what Maslow called lower order needs and aim at higher need of self-realization.



The problem of corruption is deeply entrenched because we are concerned with our own materialistic gain and not about the loss suffered by the people due to act of corruption.

Environmental degradation, loss of wildlife, global warming etc get apathy of most of us because we fail to expand our limits of good life to include the joy of clean environment, compassion for animals and sense of responsibility of protecting our planet.

Karl Barth said that joy is the simplest form of gratitude. Gandhi Ji propagated “good of one in good of all” through his idea of Sarvodaya. Hence we need to develop our emotional intelligence, values of compassion, to feel the joy from our actions which benefit others as well.

(b) *Increased national wealth did not result in equitable distribution of its benefits. It has created only some “enclaves of modernity and prosperity for a small minority at the cost of the majority.” Justify.* (150 words, 10 marks)

Answer: The preamble puts equality of opportunity and status as aspiration of citizens and government. Unfortunately, India's growth has been more non – inclusive and unjust in nature.

- i. Traditional sector of Indian economy like agriculture, handicraft, small and medium industries remain either unviable or unprofitable. This is happening even when majority of the population is involved in these sectors.
- ii. Tribal areas, hilly region and N-E India remain underdeveloped. Yet all kinds of luxuries can be seen in few developed cities.
- iii. There is huge rural-urban divide. Slum dwelling in cities is growing.
- iv. Due to near “jobless growth” in last two-decade unemployment has increased.
- v. India's Gini coefficient is also high.
- vi. Most of the benefits of natural resources are enjoyed by the top 10% whereas burden shifts upon the last 10% of the society. Recent data shows that top 1% have 22% percent of total income of India which is even more than what was there during British times (21% in 1930's).
- vii. India has seen highest growth in number of millionaires even when the country houses highest number of under nourished and uneducated in the world.

Some recent measures of government are also targeted towards the resolution of this anomaly only. Inclusive growth as the core component of planning, slogans like “sabkasaath, sabkavikas”, 2% compulsory CSR funding by private sector, decentralization etc. are some of the examples in this regard.

Thus, from British Raj to Billionaire Raj, things have not changed much for the masses as majority still waits for their development which was promised to them after independence.

8. (a) Discipline generally implies following the order and subordination. However, it may be counter-productive for the organization. Discuss. (150 words, 10 marks)

Answer: Discipline means obedience, respect for authority, and observance of established rules. It is a much emphasized quality in the work culture of any organization but any extreme application may have unintentional consequences.

By strictly adhering to denominated roles, it increases efficiency in an organization helps it to achieve its objective. Also following the laid out chain of command and hierarchy with discipline allows for smooth flow of vital information and the decisions taken, between all the levels of an organization.

Especially in sectors where the time factor is critical and sensitive information is involved, discipline assumes even important place. This can be seen in military & police services where a strict adherence to discipline through following orders and subordination is imbibed in the work culture.

However, in some cases strict adherence to discipline may be counterproductive.

- An unquestioning subordination leads to perpetuation of wrong decisions and policies made by the top brass, due to lack of courage and alternative view point provided by subordinates.
- Secondly, following the order without taking into account the merits of such an order may in fact cause harm both to the organization and larger society. This is all visible in the case of complacent bureaucracy remaining silent during caste and communal riots on the orders of political bosses.
- Too much discipline can also lead to moral corruption as under such situation, your conscience has no role to play. Following commands indiscriminately like what happened in Hitler’s Germany may lead to irreparable damages.
- Too much discipline can also kill creativity and eccentricity which is important for developmental tasks as they require innovation.

So a better approach would be allowing for freewheeling discussion on an issue by involving all levels of organization concerned so that well deliberated decisions are made. Once such decisions are made a strict emphasis on discipline in carrying out the decisions with periodic appraisal can be a better approach.

(b) Without commonly shared and widely entrenched moral values and obligations, neither the law, nor democratic government, nor even the market economy will function properly. What do you understand by this statement? Explain with illustration in the contemporary times. (150 words, 10 marks)

Answer: The above statement emphasizes on the need for bringing endogenous changes in the individual attitude and behavior. Bringing about external changes in form of new law, constitution or regime will have very limited impact if internal changes also don’t happen simultaneously.

Child labor, by law, is prohibited in India, yet we encounter many children working as labor in our daily life. Law was found to have limited impact because there is no moral unanimity in our society on the ill effects of child labor. Government is not able to implement SC verdict on Jallikattu or prevalence of un-touchability still shows that people have not internalized the values of our constitution.

Due to lack of democratic values, notions of democratic government are bent by people in power to cater to vested interests in the society. This is visible in spoils system in appointments, protection extended to anti-social elements that have muscle and money power practiced by democratic governments.

The lack of business ethics among the industry and of probity in bureaucracy is leading to crony capitalism in the economic sector. This is seen in the 2G spectrum scam, Coal block allocation scam which saw subversion of free market tools. Sahara scam, Sardha scam and fraud by Vijay Mallya show that every reform is superficial without individual morality.

Thus external tools of behavioral control work best only when they are supported by endogenous changes in moral and ethical framework of individuals and society respectively.

Section - B

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

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

Examine the above statements with their merits and demerits.

(250 words, 20 marks)

Answer: Such kind of questions often haunts an honest civil servant who is not only fighting from an external hostile and corrupt environment but also from internal desires of hedonism.

- (a) By adhering to ethical principle one may face difficulties to oneself and cause problems for the family due to loss of opportunity for professional advancement, making extra money and possible strained relation with others. However, adhering to ethical principles has huge advantage:
- i. There is a sense of possession and accomplishment. As Aristotle said that virtues, like happiness, must be desired for themselves.
 - ii. Honestly is morally uplifting. It boosts dignity and self-respect.
 - iii. Followings ethics develops good will for self and family. It helps in role modeling and persuasion.
 - iv. There is no fear and anxiety of law enforcement agency. There is happiness in life.
 - v. In case of arrest for unethical act there is huge embarrassment and loss of dignity for self and family.
 - vi. Person with integrity command respect develops trust in personal, social and professional sphere. He/she is honored with more responsibilities and leadership opportunity. E.g.: Gandhiji due to his integrity was recognized as leader by congress working committee.
 - vii. We have to do our duty, 'Nishkama karma', irrespective of loss or gain from our actions.
 - viii. As per Immanuel Kant as human beings we have intrinsic rights and duties. It is our professional, organizational and constitutional duty to adopt higher standard of moral conduct.
- (b) It often takes just one person to start a revolution. The one who takes the initiative is remembered by the world.
- Gandhiji said that "Nobody needs to wait for anyone to adopt just and humane course of action". Same message is reverberated in message of Rabindranath Tagore: "Tadi tor daksunekuenaaaashe, tabeeklechalore" (If they answer not to your call, walk alone").
 - Small minority having penchant towards ethical means do make a difference. Gandhiji's non-violent means shaped the whole freedom struggle. Committed bureaucrats and politicians can single handedly create changes in the system.
 - Small minority, if organized, can effectively use persuasion and social influence to change attitude of others. E.g.: environmental movements to develop environmental ethics in governance (ex. Chipkoo movement).
 - By adopting ethical means one command huge moral authority. India as a nation has developed good will and soft-power due to ethical means in international ethics.
 - Whole is the sum of parts. For ethical functioning of the whole, each part, i.e. individuals must function ethically. Small minority is good enough to start with.
 - As per a Greek saying: - "let the evil come in this world, let it even dominate this world, but not through me." If every person has same view than the wrong will never happen.
- (c) Developmental activities may seem to get hampered by sticking to ethical means. But it is also true that no real long term sustainable development can take place without ethical conduct.
- Larger developmental goal of a nation can only be fulfilled by fulfilling the aspiration of the people as mentioned in the preamble – Justice, Liberty and Equality.

- Farmer's welfare and prevention of suicide; tribal welfare, minimization of displacement and rehabilitation; environmental conservation and balanced regional growth have to be considered for larger developmental goals.
 - Developmental goals of a nation are dependent on good governance and ethical governance in which ethical means cannot be compromised.
- (d) As per one school of thought, small corruption brings motivation and efficiency in administration and this is the reason why corruption has lasted so long. When salary is not sufficient to live decent standard of life corruption may help in short term. However:
- i. Giving and accepting a small gift develops sense of indebtedness and desire to pay back. This cycle continues and give and take amplifies in magnitude and extent.
 - ii. Corruption is addictive and has demonstrative effect, domino effect and bandwagon effect. It encourages others to indulge in corruption and one loses one's authority to stop act of corruption.
 - iii. Even small corruption destroys integrity and work culture. One must never forget that integrity is non-selective and non-negotiable.

Administration is like a large ship that can serve too many people. However even a small hole will sink the whole ship. Same is the case with corruption. An honest civil servant shall always stay on right path with dedication.

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

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

Answer: Conflicting priorities in life pose challenge to an individual's emotional intelligence and the strength of his/her ethical framework. The case presents an ethical dilemma to me where I have to choose between my personal well-being by attending the interview and social and personal responsibility of helping my relatives who are accident victims.

Leaving my relatives may help me achieve my dream and enter the most coveted services of India. As an IAS officer I can serve more people as compared to the present situation. Philosophers like Bentham and schools like Egoism may support me in this regard. Going for the interview and final selection will enhance my social recognition as well as prestige of my family. Since stakes are high, my relatives will also understand my decision.

But any such action may lead to a crisis of conscience. It may also be unjust as I'll enjoy the benefit but burden will fall upon the relatives. It'll also be against my virtues of empathy, altruism and integrity. It will also set a bad precedent for the society and may reduce social capital (common good) in long term.

A per Kant's categorical imperative also, running away from duty is not right. Humans should always be treated as ends rather than means. Also I can't afford to make it a universal principle.

Thus, I have to use my emotional intelligence and take a prudent decision. Aristotle has said that moral actions are mean between two extremes of excess and deficiency. I have to control my excessive emotion of love and affection for my relative and not allow any deficiency of sense of social and moral responsibility. Hence I would take following measures:

- If any of my family members are with me, they can attend to my accident victim relatives and I may head for my interview.
- If I have my mobile phone with me I can arrange for some help and ambulance. In the mean while I'll attend to my relatives and provide first aid with the best of my abilities. When help comes then I can leave for my interview.
- Since UPSC interview will be held in city, there would be some 'good Samaritans'. I can take their help for speedy admission to hospital and responsibility thereof. I can convince bystanders to help by telling them about recent Good Samaritan guidelines and also cash reward Delhi government has announced recently. I can also provide reward from my pocket. With this, I can quickly move for interview.

- If no help can come forth then I would assume all the responsibilities myself. The purpose of clearing civil service interview is to earn an opportunity for public service and if I help accident victim relatives, I already did public service!

My career prospects would be temporarily diminished, but I can definitely work harder next year. Doing this good work will also make me ethically stronger, a prerequisite for any aspiring IAS. Buddhism says that “compassion is the root of all dharma”, this will be my conviction in facing this situation.

Simultaneously I may try to communicate with the UPSC about my condition and seek postponement of my interview.

Some may call this decision irrational but as Kant has said, altruism is rational as it is irrational not to help others knowing that someday you also will need their help.

11. You are the head of the Human Resources department of an organization. One day one of the workers died on duty. His family was demanding compensation. However, the company denied compensation because it was revealed in investigation that he was drunk at the time of the accident. The workers of the company went to strike demanding compensation for the family of the deceased. The Chairman of the management board has asked for your recommendation. (250 words, 20 marks)

- **What recommendation would you provide the management?**
- **Discuss the merits and demerits of each of the recommendations.**

Answer: The case presents an ethical dilemma to choose between objectivity and compassion. Basing decision on objectivity and rule of law, compensation must be denied but on compassionate ground it must be given. Following are other issues and values involved in the case:

- Value of fraternity among the workers.
- Workers safety at the work place.
- Feeling of injustice among workers.
- Accountability of administration for drunken worker getting inside the workplace.
- Threat of strike and Loyalty of the workers to the organization.
- Sound worker-management relation for higher productivity.
- Work culture as a common good.

Based on the above consideration I will make following recommendations:

a) Give the compensation: Compensation will not put heavy financial burden on the company. It will express management’s compassion for the workers leading to greater social capital. Loyalty and motivation of workers will increase and also their productivity. Any present and future threat of strike will also be averted.

However, fulfilling the demand for compensation may lead to more such demands in future and encourage lackadaisical attitude of workers. Discipline at workplace may be hampered as a bad precedent will be set. Work culture may also get destroyed because of such techniques of collective blackmailing.

b) Give fifty percent compensation: Grievance of workers may be satisfied partially by this option and it may also lead to a win-win situation for both the parties. Some relief will be there for the family of the deceased as it was not their fault.

However, this will not provide a permanent solution to the problem. Unprofessional attitude of some workers may still continue in future. Unjustified demands in future may also see a rise.

c) Ask workers to contribute in the compensation: This will allow the value of fraternity to get expression. This will also lead to combined responsibility of all the workers leading to check on each other in future. It may also provide a long term solution as a combined employees welfare fund can be created with contributions from both sides.

However, it may cause delays in the proceedings thus extending the strike. It may also bring negative publicity in media, damaging its social capital. Company can also be accused for putting undue burden on the workers.

I will stress to the management to accept my first recommendation as it includes the acceptance of management's fault as well as to fail to stop a drunken worker from entering the work place. Gandhiji said that corporations are trustees of workers. The decision that a company takes must be in the spirit of this philosophy of Gandhiji.

Apart from these long-term measures, the following have to be taken:

- Ethical training of workers
- Gate check for alcohol consumption.
- Random check at work place.
- Safety audit.
- Improvement in worker-management relation through dialogues and events like social gathering etc.

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

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

Answer: The case presents the following dilemmas for me on various fronts:

- Dilemma to choose between profitability of my company and justice to the accident victim. Not giving evidence will shift the burden on the motorcyclist whereas benefit will be enjoyed by the company.
- To choose between loyalty towards company and virtue of truth.
- Career growth vs. empathy and social responsibility.
- To choose between my professional well-being by facilitating the seal of the deal and my integrity.
- Whether to cooperate with the law enforcement officer and suffer potential personal and social loss.
- Egoism vs. altruism
- Internal satisfaction vs. external material satisfaction

Taking all things into perspective, I will cooperate with the law enforcement agency. I will base my decision on the following considerations:

- i. To avoid any inner dissonance and crisis of conscience I must act ethically. Then only I can be happy from within.
- ii. I will use Gandhiji's talisman to resolve the dilemma which says to act in the interest of the weak who in this case is the accident victim.
- iii. As per Kant's categorical imperative I have to treat humanity as an end and value the life of the accident victim. It could have been my family member also in place of the motorcyclist.
- iv. I will take a decision as per John Rawls's veil of ignorance. Tomorrow I or my family and friends could be a victim of rash driving. So it is in my own interest to cooperate with the authority.
- v. Rules like traffic rules cannot be enforced without citizens' cooperation. It is my legal responsibility to help enforce the rule by punishing the violators and creating deterrence.
- vi. My decision will help the accident victim get justice.
- vii. My virtue and integrity will be safeguarded.

Along with this I will persuade my company to willingly accept my decision. My personal integrity may also increase management's trust in me and help me assume greater responsibility. Even if I have to face certain negative repercussions, I must accept them as somewhere I was also at fault. I failed to stop the manager from crossing the speed limit.

13. 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 of different places. The government immediately announced cash relief to the aggrieved families and arrested the builder.

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

Answer: The case involves following ethical issues and values:

- Lack of respect for the law
- Safety of workers at the work place
- Value of money over value of life
- Exploitation of migrant workers
- Compensatory attitude of the government – cash relief to victim’s family, which is curative rather than preventive.
- Responsibility of government to provide justice to workers.

Reasons for such accidents taking place across the country are as follows:

- i. Lack of respect for the law** – building design and construction guidelines are violated very often.
- ii. Abdication of responsibility** – by designer, engineers, contractors etc is also rampant. It is often said that India today is led down by its professionals.
- iii. Lack of accountability** – diffused accountability leads to less punishment and deterrence. Responsibility of all is responsibility of none. Multiple agencies are involved. In most cases no action is taken to improve the overall procedure of passing building maps.
- iv. Crony capitalism** – nexus between politician, builders and bureaucrats.
- v. Poor law enforcement** – lack of efficient policing and slow judicial process encourages illegal construction.
- vi. Less active citizens** – less awareness in citizens; fewer complaints against illegal construction are made.

Following steps can be taken to prevent such accidents –

- **Clear guidelines and policy** – regarding building designs and construction. It must include regular checks and authority to destroy the construction if approved design is not followed.
- **Proper accountability** – of builders & contractors, engineers, designers and authority giving the clearances etc.
- **Rule of law** – efficient police, speedy justice against violation of law.
- **Regulation of real-state sector** – registration of all builders, ensuring safety at construction site, audit of quality of construction materials etc
- **Use of ICT for monitoring** – the height of buildings in the city.
- **Awareness of workers** – regarding the permissible height of buildings and encourage them to not work at illegal sites
- **Encouraging participation of citizens** – through RTI and complaining to appropriate authority against illegal construction.

Gunnar Myrdal, a Swedish economist-sociologist has termed Asian economies including India as soft state that does not have motivation to legislate laws or enforce the already legislated laws and does not have any discipline in public life. We need to overcome such impression of “soft state” and stop illegal constructions in our nation causing huge social, economic, political and environmental losses.

14. 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 behavior 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 jeopardizes the genuineness of the applications which are essentially aimed at getting justice.

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

Answer: The case brings to light how a well-intentioned legislation like RTI act which acts as common good and tool for good governance can be misused. This situation highlights the fact that not only good intention but also good implementation is required.

Following are some other issues involved in this case:

- **Power without responsibility** - for those who seek answers to their question through RTI but does not use it responsibly.
- **Motivation of honest bureaucrats** - may go down due to malafide RTI application.
- **RTI as a tool for justice** – will become less effective if misused.

I would suggest following measures to separate genuine and non-genuine applications:

a) **Stating the purpose for seeking information through RTI:** Application with clear mentioned purpose will be accepted. This will create some deterrence against frivolous applications. Like Maharashtra government asked PIOs to entertain only those applications which serves public interest. This will also reduce the paper work of already burdened administration.

However, the burden of proof for genuine purpose will come on applicants. This may harm well-intentioned applications as well. Further discretion and hence corruption may emerge from the side of PIO in segregation of genuine and non-genuine applications. Things will become very subjective which may even kill the essence of RTI act.

b) **Allowing application only of those who are directly affected :** Madras HC in 2014 gave a similar opinion that principle of locus standi must apply in RTI applications. This will surely reduce vexatious applications. “Surrogate applications” to further one’s own interest cannot be done.

However, this will hinder benevolent application on behalf of weak, poor, illiterates and those will less know-how of filing RTI applications. This will jeopardize the justice delivery and purpose of RTI act. RTI activism will also get hindered.

c) **Putting in public domain a report highlighting the malafide RTI applications:** A well-documented report with figures and charts, well-highlighted losses occurring due to misuse of RTI act can act as a tool of persuasion and build a sense of responsibility among citizens while filing RTI application. It will also create awareness about non-genuine applicants among RTI activists. There people would not judge immediately any bureaucrat on any revelation by any RTI activist. Unnecessary media trial can also be avoided. This will allay fear among the honest officers.

However, this may not mend the ways of those who put personal interest over public interest. Attitude change also requires some time to take place.

d) **Voluntary disclosure of maximum information by government through different means:** This has also been mentioned in the RTI act. It will automatically reduce the number of applications as administration no longer has to cater individuals. However, this step requires a change of ideology from secrecy to transparency and strong infrastructure.

Many 2nd ARC reports have stated transparency as a prerequisite for good governance. And RTI is one of the most potent tools to achieve it. Hence I would suggest to adopt third and fourth recommendation because it not only repose trust on sense of responsibility of citizens, but also shows noble intentions of bureaucracy to put citizens at the centre of governance process.

■ ■