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NOTE: Please remember that following *'answers' are NOT 'model answers'*. They are NOT synopsis too if we go by definition of the term. What we are providing is content that both meets demand of the question and at the same time gives you extra points in the form of background information.



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General Studies Paper - IV

TOPIC: Human Values – lessons from the lives and teachings of great leaders, reformers and administrators; role of family, society and educational institutions in inculcating values. Contributions of moral thinkers and philosophers from India and world. Probity in Governance: Concept of public service; Philosophical basis of governance and probity;

Q) Plato's life and teachings provide us with many valuable lessons for life. Discuss. (250 words)

Reference

Directive word

Discuss- this is an all-encompassing directive which mandates us to write in detail about the key demand of the question. we also have to discuss about the related and important aspects of the question in order to bring out a complete picture of the issue in hand.

Key demand of the question.

The question was asked to dig deep into the life and teachings of one of the great philosophers of history – Plato. It wants us to write in detail as to what life lessons can be deduced from his life and teachings.

Structure of the answer

Introduction – write a few introductory lines about the Plato. E.g mention his relation with Socrates and his pivotal role in western philosophy.

Body-

Discuss what lessons – moral, ethical and practical, can we learn from the life and teachings of Plato. E.g

- *We can easily see the reflections of Plato's classification of regimes in today's political climate.*
- *We may deem democracy to be the best regime for all people, but we must question the character of men that it produces.*
- *If we are more aware of the link between the character of the city and the character of the soul, we are able to make an immense difference in the world around us.*
- *Plato's aristocracy is by far the most influential of these characters. We can learn so much by noticing the relationship between our desires, our logical reasoning and our spirituality.*
- *Plato believes that, much like a city, the soul is composed of parts, and that a healthy or just soul will maintain a harmonious relationship between its parts, namely, the appetite, spirit, and reason.*
- *Plato demonstrates that it's not just the desire for possessions that causes our decay, but also the desire for more recognition (what the Greeks meant by 'honor'), more success, more status, more power, more comfort and pleasure etc.*

Conclusion- *based on your discussion, form a fair and a balanced conclusion on the given issue.*

Background:-

- One of the most famous philosophers in all of history, the ancient Greek thinker Plato helped to create our ideas about life, government, language, science, and human nature.

Lessons to be learnt from Plato's life and teachings :-

- **Social :-**
 - Plato encourages us to look past that exterior motive and be kind anyway.
 - With the statement wise men talk because they have something to say Plato reminds us that we should only speak when it is of benefit.



- **Moral:-**
 - Plato demonstrates that it's not just the desire for possessions that causes our decay, but also the desire for more recognition, more success, more status, more power, more comfort and pleasure etc.
- **Education:-**
 - Plato considered Education as the fundamental method to achieve individual as well as social justice. He advises individuals to strive for excellence i.e. to realize the full potential of themselves by acquiring the required knowledge to be just.
 - This view of education is still largely neglected as excellence and values are largely considered secondary.
- **Ethical:-**
 - **Learn to prioritise the right things**
 - The key lesson we should learn is that we must find a balance in what is important to us and what is important for us.
 - **Knowledge is key**
 - Never stop pursuing knowledge. Just because we may no longer be in education does not mean that our learning must come to an end.
 - **Connect with the world around you**
 - Although spirituality is not deemed of high importance in day to day life, it can bring significant changes to our way of life.
 - **Family:-**
 - Particular relevance today is the role of the father and son. He seemed to insinuate that the son's life success is dependent on the father's influence, interaction, and interest in the boy. **This makes great sense because so many children look for their self worth in the parents.**
 - **Polity:-**
 - Plato can be seen arguably as the "father" of democracy in his outline for society and the way it should be run.
 - **Plato's concept of justice**
 - It is not to be decided by the few or the strong, and it is always good for the whole.
 - What we learn in the Republic is that the nature of justice depends on the nature of the city and that there are strong parallels between the city and the soul.
 - Plato believes that, much like a city, the soul is composed of parts, and that a healthy or just soul will maintain a harmonious relationship between its parts, namely, the appetite, spirit, and reason.

Q) In your opinion what are the qualities that a good leader should possess. Illustrate with examples from lives of great leaders of the past. (250 words)

[The hindu](#)

Why this question

Being a leader requires a different set of values which are discussed in this article. The question will help us learn important examples from the lives of great leaders and understand what it means to be a good leader.

Key demand of the question

The question expects us to bring out the qualities that manifest in a great leader and illustrate that with the help of examples from the lives of others great leaders.

Directive word

Illustrate – Here your discussion on what makes a great leader should contain examples from the lives of others great leaders.

Structure of the answer

***Introduction** – Highlight that leadership role requires a person to imbibe in themselves a distinct set of values*



Body

Discuss the qualities that are found in great leaders –

- *responsibility to take care of the interest of each person of the entire group. This often entails putting collective interest before her own interest or that of her preferred group.*
- *The ability to accept and learn from their mistakes*
- *Good communication skills etc*
- *Illustrate with examples from lives of other great leaders to show that they imbibed these qualities too*

Conclusion – *Give your view on the state of leadership around the world and the qualities that they lack or do not lack.*

Background:-

- Leadership has been defined as a process through which a person influences and motivates others to get involved in accomplishment of a particular task. All great leaders had something unique about them and yet they were bound by greatness that helped them to lead masses to innovation and new ideologies.

Qualities a good leader possesses are:-

- **Responsibility:-**
 - Responsibility to take care of the interest of each person of the entire group. This often entails putting **collective interest** before her/his own interest or that of her/his preferred group.
 - Good leader knows that nothing can be achieved without the collective expertise and wisdom of a support team.
- **Open to criticism:-**
 - Great leaders don't hold grudges, are not vindictive and do not care if they have been wronged in the past by anyone. Magnanimity isn't just a personal moral quality but a necessary political virtue.
 - Abraham Lincoln, was exemplary in this matter. The man he appointed as his Secretary of War was earlier his superior in legal practice and had on occasion even humiliated him
 - His leadership exemplified determination and is a reminder that great leaders must remain persistent, even when others do not believe in your vision as a leader.
- **Gandhi and Nelson Mandela :-**
 - Their commitment to justice and peace, is a reminder that great leaders must often sacrifice their personal comfort to accomplish their goals.
- **Good leaders have a knack of appointing persons best suited to his team who have proven ability,** understand the purpose of the job, can speak their mind, and are able, without fear, to disagree with the leader if need be. Above all, they must understand the inclusive public philosophy that guides the nation.
- **Clarity:-**
 - They are clear and concise at all times—there is no question of their vision and what needs to be accomplished. This gives others the opportunity to digest their goals and decide whether or not they will support their cause.
- **Decisiveness:-**
 - Once they have made up their mind, they don't hesitate to commit—it's all hands on deck. They show great consistency with their decisions, rarely backing out or changing their minds unless it is absolutely necessary. Being decisive shows commitment, a quality very high in demand for a great leader.
 - What made Washington great was his foresight, vision, strategic planning and his ability to lead people to success.
- **Passion:-**
 - There's nothing more inspirational than seeing someone who cares about what they do—the best leaders exhibit boundless energy and passion for what they do.

Q) Discuss the contribution of early Greek thinkers towards the moral philosophy. (250 words)

Reference

Directive word



Discuss- this is an all-encompassing directive which mandates us to write in detail about the key demand of the question. we also have to discuss about the related and important aspects of the question in order to bring out a complete picture of the issue in hand.

Key demand of the question.

The question wants us to write in detail about the contribution of some of the greatest early Greek thinkers towards the field of moral philosophy.

Structure of the answer

Introduction– write a few introductory lines about the early Greek philosophy. E.g Ancient Greek philosophy arose in the 6th century BC and lasted through the Hellenistic period (323 BC-30 BC). Greek philosophy covers topics like political philosophy, ethics, metaphysics, ontology, logic, biology, rhetoric, and aesthetics.

Body-

Discuss in points the contribution of early Greek philosophers. E.g

- *Socrates, born in Athens in 470 BC, is often credited as one of the founders of Western philosophy. His largest contribution to philosophy is the Socratic method. The Socratic method is defined as a form of inquiry and discussion between individuals, based on asking and answering questions to illuminate ideas. This method is performed by asking question after question with the purpose of seeking to expose contradictions in one's thoughts, guiding him/her to arrive at a solid, tenable conclusion.*
- *Plato, student of Socrates, known for being the founder of the Academy in Athens, the first institution of higher learning in the Western world. His Theory of Forms was created to solve two problems, one of ethics and one of permanence and change. The ethical problem is: how can humans live a fulfilling life in an ever changing world if everything that they hold close to them can be easily taken away?*
- *Aristotle, student of Plato, lived from 384 BC-322 BC. At eighteen, he joined Plato's Academy in Athens and remained there until the age of thirty-seven. There, he honed his talents of understanding the world. In his understanding of the world, he wrote his theory of the universals etc.*

Conclusion– based on your discussion, form a fair and a balanced conclusion on the given issue.

Background:-

- Ancient Greek philosophy arose in the 6th century BC and lasted through the Hellenistic period (323 BC-30 BC).
- Greek philosophy covers an absolutely enormous amount of topics including: political philosophy, ethics, metaphysics, ontology, logic, biology, rhetoric, and aesthetics
- Greek philosophy is known for its undeniable influence on Western thought.
- Socrates, Plato, and Aristotle are the most significant ones. These three laid the foundations of many of the believes of the rest of the Western world.

Contribution of Early Greek thinkers towards moral philosophy:-

- **Socrates:-**
 - His largest contribution to philosophy is the **Socratic method**. The Socratic method is defined as a form of inquiry and discussion between individuals, based on asking and answering questions to illuminate ideas.
 - This method is performed by asking question after question with the purpose of seeking to expose contradictions in one's thoughts, guiding him/her to arrive at a solid, tenable conclusion.
 - The principle underlying the Socratic Method is that humans learn through the use of reasoning and logic; ultimately finding holes in their own theories and then patching them up.
- **Plato:-**
 - **Theory of Forms:-**
 - This theory was created to solve two problems, one of ethics and one of permanence and change.



- To find a solution to these problems, Plato split the world into two: the material, or physical, realm and the transcendent, or mental, realm of forms.
- By detaching our souls from the material world and our bodies and developing our ability to concern ourselves with the forms, Plato believes this will lead to us finding a value which is not open to change. This solves the ethical problem.
- Splitting existence up into two realms also leads us to a solution to the problem of permanence and change
- **Aristotle:-**
 - **Theory of the universals:-**
 - Universals exist only in things, never apart from things—differing from Plato, on this.
 - Aristotle believes that a universal is identical in each of its instances. All round things are similar in that there is the same universal, characteristic, throughout.

Q) “Ethical leadership is influencing people through ethics.” Comment. (250 words)

Reference

Directive word

Comment- here we have to express our knowledge and understanding of the issue and form an overall opinion thereupon.

Key demand of the question.

The question wants us to express our knowledge and understanding about the ethical leadership and express our opinion as to how it is about influencing people through ethics.

Structure of the answer

Introduction– write a few introductory lines about the meaning of ethical leadership. E.g write a simple definition of ethical leadership.

Body-

Discuss in points as to how ethical leadership is about influencing people through ethics. E.g

- *Ethical leadership is considered to be one solution for creating a balance between the wellbeing of the subordinates and the wider community, and the organization’s profitability.*
- *The leadership theory strongly encourages the leader to place the vision and mission of the organization at the core of decision-making.*
- *Ethical leaders explicitly focus attention on ethical standards through communication and accountability processes*
- *Ethical leadership encourages and empowers others to take the lead. It has a big mentoring component attached to it, which calls for people to experience the difficulties of leadership etc.*

Conclusion- based on your discussion, form a fair and a balanced conclusion on the given issue.

Introduction:

Ethical leadership is a form of leadership in which **individuals demonstrate conduct for the common good that is acceptable and appropriate in every area of their life**. It is directed by **respect for ethical beliefs and values** and for **the dignity and rights of others**.

Body:

The world of business is full of ethical dilemmas, from where to direct scarce resources to serving the local community. Every leader will make ethical decisions, whether or not they acknowledge them at the time. But the decisions they do make can determine whether their leadership is based on an ethical framework or not. Ethical leadership influences the people by



- **Leading by example:** A noble quality of a leader is leading by example. As an ethical leader, it's important to remember that actions often speak louder than words. By practicing and demonstrating the use of ethical, honest and unselfish behaviour to subordinates, ethical leaders may begin to earn the respect of their peers.
- **Champion the Importance of Ethics:** One role of an ethical leader is focusing on the overall importance of ethics, including ethical standards and other ethical issues, and how these factors can influence society. As an ethical leader, it's important to teach peers about ethics, especially in cases where they are faced with an ethical issue in the workplace.
- **Communication and Accountability:** Successful ethical leaders tend to be good communicators. It's an ethical leader's job to communicate with each member of the team, but also **allow for open conversation**. It's important for leaders to build camaraderie with their team. **Quality relationships tend to be built on trust, fairness, integrity, openness, compassion and respect.**
- **Encouragement and Motivation:** Maintaining a positive working atmosphere is an important responsibility of a strong ethical leader. Ethical leaders who lead by example may influence others to do the same. Positive communication among co-workers may help influence job productivity and attitude.
- **Fostering Stronger bonds:** Ethical leadership can also involve the management of conduct and collaboration within a team. Typically, morale is higher in the workplace when people are getting along with each other. When co-workers are working as a team, it can help build relationships in the workplace and help the overall performance of the group.
- **Health of the Organization:** The importance of maintaining a positive attitude in the workplace has a lot to do with improving the overall health of the organization. An ethical organization can occur when communities of people work together in an environment of mutual respect, where they can grow personally, build friendships and contribute to the overall goal.

Conclusion:

- A strong ethical leader has four important characteristics – **Values, Vision, Voice and Virtue**. The main goal of an ethical leader is to create a world in which the future is positive, inclusive and allows the potential for all individuals to pursue and fulfil their needs and meet their highest potential.

Q) Gandhi's 7 social sins are a comprehensive list of behaviors that cause serious harm to society. Discuss. (250 words)

Reference

Directive word

Discuss- this is an all-encompassing directive which mandates us to write in detail about the key demand of the question. we also have to discuss about the related and important aspects of the question in order to bring out a complete picture of the issue in hand.

Key demand of the question.

The question wants us to write in detail about the seven deadly sins, expounded by Mahatma Gandhi and how they affect the society at large.

Structure of the answer

Introduction– write a few introductory lines about the Mahatma Gandhi. E.g mention about his role in freedom struggle vis a vis his policies of nonviolence and satyagraha.

Body-

Discuss in detail about the seven deadly sins, mentioned by M.K Gandhi. E.g

- *Wealth Without Work*
- *Pleasure Without Conscience*
- *Knowledge Without Character*
- *Commerce (Business) Without Morality (Ethics)*
- *Science Without Humanity*
- *Religion Without Sacrifice*



- *Politics Without Principle*

Discuss briefly about each principle and how it affects the society.

Conclusion- *based on your discussion, form a fair and a balanced conclusion on the given issue.*

Introduction:

- Seven Social Sins by Mahatma Gandhi were first published in his newspaper **Young India** in 1925. It refers to behaviours that **go against the ethical code and thereby weaken society**. When values are not strongly held, people respond weakly to crisis and difficulty.

Body:

The underlying principle behind all the seven sins is requirement of exercising responsibility before rights and never neglecting one's moral duties and ethos.

- **Wealth without Work:** It depicts making wealth by unfair means, by taking short cuts. Example: Black Money, Tax evasion, scams, insider trading etc,
- **Pleasure without Conscience:** Happiness that is earned at the expense of others is no less than a sin. A person's selfishness forces him to neglect the interests of others. It would encourage habits without moral reasoning. It would also result in the increased use of alcohols, drugs, mindless consumerism etc.
- **Knowledge without character:** Character imbibes qualities of integrity and honesty in a knowledgeable person. This sin can make a person like Osama Bin Laden and knowledge with character can make him like Swami Vivekananda.
- **Business without morality:** It would result in over-exploitation of one particular section of the community at the cost of another. This would result in increased tension among communities and social friction. Poor working conditions, adulteration, lack of security are examples of this sin.
- **Science without humanity:** The large pharmaceuticals keeping the prices of drugs high which is out of reach of the poor and the needy. Nuclear power, if used for electricity generation then it is fine but for ruining countries like Hiroshima and Nagasaki bombing is absolutely unethical .
- **Religion without sacrifice:** Religion today has been reduced to mere practices and rituals. Not bringing the religious teachings of **compassion, affection** and **brotherhood** in our lives is a sin.
- **Politics without principle:** Criminalization of politics, unaccounted money, use of muscle power shows the politics without principle.

Conclusion:

- Mahatma Gandhi was not only a capable leader but a great thinker as well. These sins revolve around **the principles of integrity, self-restraint, sacrifice, Humanism and mutual cooperation**.
- The sins are of great importance in today's situation mired with a lot of pains and conflicts. These principles are instrumental in holding the society together.

Q) Discuss about the Schweitzer's ethical concept of reverence for life. (250 words)

Reference

Directive word

Key demand of the question.

The question wants us to write in detail about the Schweitzer's ethical concept of reverence for life. We have to explain the concept in detail and bring out its significance/ importance.

Structure of the answer

Introduction– write a few introductory lines about the Schweitzer. E.g Albert Schweitzer was an Alsatian theologian, organist, writer, humanitarian, philosopher, and physician.

Body-

Discuss about the concept in further detail. E.g

- *Schweitzer's central ethical concept is "Reverence for Life".*
- *He sees this as stemming from a fundamental will-to-life inherent in all living things that, in self-conscious beings such as ourselves, establishes a drive towards both self-realization and empathy with other living things.*



- *Unlike Nietzsche's will-to-power, it is not egoistic or individualistic. As living beings we are not only concerned for our own lives and development but also for the lives of other living beings and the environments in which we live.*
- *Along with the inclination towards self-perfection that this drive engenders, it gives rise to a nature-centered spirituality and to a form of ethical idealism.*
- *Rather than obeying moral rules which are conceived of as external impositions, the soul of the ethical life for Schweitzer is the drive towards fulfillment and authenticity. Insofar as we are a will to live, such authenticity will be felt as a need to show reverence for life in all its forms.*
- *The virtues that this gives rise to – which include compassion, gratitude, justice, hope, and the pursuit of peace – will be understood not as norms or principles to be followed, but as ideals and values in the light of which particular decisions must be made creatively and sincerely etc.*

Conclusion– based on your discussion, form a fair and a balanced conclusion on the given issue.

Introduction:

- Albert Schweitzer was born into an Alsatian family which for generations had been devoted to religion, music, and education. Schweitzer entered into his intensive theological studies in 1893.
- He obtained a doctorate in philosophy in 1899, with a **dissertation on the religious philosophy of Kant**, and received his licentiate in theology in 1900. In 1906 he published *The Quest of the Historical Jesus*, a book on which much of his fame as a theological scholar rests.

Body:

Schweitzer's central ethical concept is "Reverence for Life".

- He sees this as stemming from a fundamental will-to-life inherent in all living things that, in self-conscious beings such as ourselves, establishes a drive towards both self-realization and empathy with other living things.
- Unlike Nietzsche's will-to-power, it is **not egoistic or individualistic**. As living beings we are not only concerned for our own lives and development but also for the lives of other living beings and the environments in which we live. Example: Care for stray and abandoned kids, pups etc.
- Along with the inclination towards self-perfection that this drive engenders, it gives rise to a nature-centered spirituality and to a form of ethical idealism. Example: Environmental conservation by the virtue of being a part of it.
- Rather than obeying moral rules which are conceived of as external impositions, the soul of the ethical life for Schweitzer is the drive towards fulfillment and authenticity.
- Insofar as we are a will to live, such authenticity will be felt as a need to show reverence for life in all its forms.
- The virtues that this gives rise to – which include compassion, gratitude, justice, hope, and the pursuit of peace – will be understood not as norms or principles to be followed, but as ideals and values in the light of which particular decisions must be made creatively and sincerely.

Present-day relevance:

- In a world of global injustice and exploitation, we all face the ethical difficulty of knowing what we should do.
- Most of us are fortunate to a degree which the downtrodden of the world can barely imagine.
- According to Schweitzer's thought this gives us a motivation in gratitude to do what we can for others.
- But we must also be true to ourselves and to what we love most dearly: our loving relationships, vocations, and interests in art, knowledge, and progress.
- There is no formula for how to live life.
- But reverence for life does inspire the kind of concern for self and compassion for others which can lead one to adopt the virtuous stances which lead to such political commitments as the pursuit of human rights and lasting peace.

Conclusion:

- The **nature-centered spirituality** which was central to Schweitzer's thought values nature not just as a necessary resource for human flourishing or even as a repository of beauty and revitalization, but as the **very ground of our being and source of motivation**. Such ideas also led Schweitzer to an interest in Eastern religions with their stress on compassion for all living things.



TOPIC : Ethics and Human Interface: Essence, determinants and consequences of Ethics in human actions; dimensions of ethics; ethics in private and public relationships.

Q) What do you understand by Ethical intuitionism. Discuss. (250 words)

[The hindu](#)

[Reference](#)

Directive word

Discuss- this is an all-encompassing directive which mandates us to write in detail about the key demand of the question. we also have to discuss about the related and important aspects of the question in order to bring out a complete picture of the issue in hand.

Key demand of the question.

The question wants us to write in detail about the meaning of ethical intuitionism and write at length about the topic- it's propositions, ideas, proponents, criticism etc.

Structure of the answer

Introduction– Write a few introductory lines about the Ethical Intuitionism. E.g The idea was popularised by American philosopher Michael Huemer in his 2005 book Ethical Intuitionism.

Body-

Discuss in points about the Ethical Intuitionism. E.g

- *Also known as moral intuitionism, this refers to the philosophical belief that there are objective moral truths in life and that human beings can understand these truths intuitively.*
- *These are fundamental truths that can't be broken down into parts or defined by reference to anything except other moral truths.*
- *Human beings can discover these truths by using their minds in a particular, intuitive way.*
- *What is right or wrong is considered by ethical intuitionists to be self-evident in nature and cannot be known through human experience.*
- *Intuitionism does not mean that all moral decisions are reached by relying on intuition.*
- *Intuition enables the discovery of the basic moral truths, and everyday moral decision-making then involves thinking about the choices available and making moral judgements in an ordinary sort of way.*
- *Critics of ethical intuitionism argue that people may come to different moral conclusions even after consulting their inner intuition.*
- *Others question whether people can arrive at moral conclusions at all using their intuition.*

Conclusion– based on your discussion, form a fair and a balanced conclusion on the given issue.

Ethical intuitionism:-

- Ethical Intuitionism was one of the dominant forces in British moral philosophy from the early 18th century till the 1930s. It fell into disrepute in the 1940s, but towards the end of the twentieth century Ethical Intuitionism began to re-emerge as a respectable moral theory.
- It is also known as moral intuitionism
- It refers to the philosophical belief that there are objective moral truths in life and that human beings can understand these truths intuitively. In other words, what is right or wrong is considered by ethical intuitionists to be self-evident in nature and cannot be known through human experience.
- The idea was popularised by American philosopher Michael Huemer in his 2005 book Ethical Intuitionism.
- Some philosophers claim that ethical pluralism (the view that there is an irreducible plurality of basic moral principles, and that there is no strict priority of any one principle over another) is an essential feature of intuitionist thought, but not all intuitionists are pluralists.
- Intuitionism does not mean that all moral decisions are reached by relying on intuition.
- Intuition enables the discovery of the basic moral truths, and everyday moral decision-making then involves thinking about the choices available and making moral judgements in an ordinary sort of way.



- **Criticism:-**
 - Critics of ethical intuitionism argue that people may come to different moral conclusions even after consulting their inner intuition.
 - Others question whether people can arrive at moral conclusions at all using their intuition.

Q) “Shelving hard decisions is the least ethical course.” – Sir George Adrian Cadbury. Comment in the context of civil services in India. (250 words)

Reference

Directive word

Comment- here we have to express our knowledge and understanding of the issue and form an overall opinion thereupon.

Key demand of the question.

The question wants us to express our knowledge and understanding of ethical decision-making and bring out why shelving hard decisions is the least ethical course.

Structure of the answer

Introduction– write a few introductory lines about the civil services in India. E.g bring out the huge amount of stress and pressure faced by a public servant and mention the need to make decisions on a daily basis.

Body-

Discuss in points how decision making should be done and why shelving had decisions is the least ethical course. E.g

Conclusion– based on your discussion, form a fair and a balanced conclusion on the given issue.

Introduction:

- Civil Services are the bedrock of public administration. Civil services have assumed more important role in democracy to ensure good governance, both in developing and developed countries.
- In the modern administrative state, public administration has become so significant that our development, upliftment and progress depend mainly upon the efficient functioning of public administration.

Body:

- Decision-making has great importance for success of governance in democracy. Civil Servants have to take critical decisions at every stage. Decision-making pervades through all functions such as planning, organizing, staffing, directing and control.

A few considerations to keep in mind, as civil servant strives to make ethically sound decisions:

- **Keep in mind that what’s legal and what’s ethical aren’t always the same:**
 - Usually the two go hand-in-hand. But there may be certain organizational decisions and actions that, while legally sound, are not fully ethical. **Example:** Consider the handling of customer data, and how actions could fall into one of the categories:
 - **Ethical and legal:** Keeping customer data confidential
 - **Ethical, but not legal:** Calling attention to the improper handling of customer data
 - **Not ethical, but legal:** Sharing disclosures according to legal requirements, but doing so in a way that customers don’t understand what they are agreeing to, as far as sharing data with other companies
 - **Not ethical or legal:** Providing customers’ information to other companies without their permission
- **Be aware that ethics exist on a spectrum:**
 - There are not “good” ethics or “bad” ethics; rather, the concept of ethics exists along a continuum.
 - Your values are shaped by a lifetime of influences, including family, friends, colleagues, neighbours, and personal and professional circumstances.
 - A colleague may have different values than you, shaped by different influences and experiences.
 - There are often compromises to make, and that’s where the concept of a spectrum comes into play. Indeed, there is never one single point on that spectrum that’s “good” for every possible situation. You really have to dig deep into possible implications and weigh the potential impacts — both short- and long-term.



- In some instances, a certain decision may be the most ethical and, in others, that same decision may not be. The spectrum of ethics ranges from those decisions and actions that serve only you to those decisions and actions that serve everybody equally well. It's awfully rare when the correct decision only serves yourself, and just as rare to find circumstances where everyone can be served equally well.
- **Strive to serve the greatest possible good:**
 - In the world of ethics, we usually try to land in the realm of what's called utilitarianism: the greatest good for the greatest number.
 - You start by looking at moral and situational considerations.
 - Your responsibility as a practitioner is to think through the implications and to help your fellow leaders decide what seems to be the most ethically sound path.
- **Know the code of ethics:**
 - what defines an occupation as a profession is the very existence of professional standards and an ethical code of behavior.
 - Code of Ethics factors in both moral and situational considerations, addressing multiple categories of the tough situations that you may face and providing guidance for each.

Conclusion:

Decision making is a crucial task and backing off from a decision after it is taken is unethical as a lot of things will be at stake. Thus, any decision making must be ethical and certain with all the risks mitigated and its effects on the stakeholders involved.

Topic– Emotional intelligence-concepts, and their utilities and application in administration and governance.

Q) What do you understand by social intelligence. What are its key components. Discuss. (250 words)

Reference

Directive word

Discuss- this is an all-encompassing directive which mandates us to write in detail about the key demand of the question. we also have to discuss about the related and important aspects of the question in order to bring out a complete picture of the issue in hand.

Key demand of the question

the question words to write in detail about the meaning and scope of social intelligence. it also wants us to write in detail about the key components determine social intelligence.

Structure of the answer

Introduction- write a few introductory lines about the social intelligence. E.g social intelligence develops from experience with people and learning from success and failures in social settings. It is more commonly referred to as "tact," "common sense," or "street smarts."

Body-

Discuss about the concept of social intelligence in detail. E.g

- *Social intelligence is more about the future. Social intelligence came about so that people could survive, and it's about figuring out the best way for you to get along, and come out of a situation with a favorable outcome.*
- *Even if you have the qualifications on paper, a lack of social intelligence could lead to strained or ruined relationships, as well as lost opportunities etc.*

Discuss the key components of social intelligence. E.g

- *"social expressiveness skills."*
- *adept at learning how to play different social roles,*
- *excellent listeners.*



- *efficiently analyze what makes people tick by paying attention to what they're saying and how they're behaving etc.*

Conclusion- *based on your discussion, form a fair and a balanced conclusion on the given issue.*

Social intelligence:-

- **Social intelligence** is the capacity to know oneself and to know others. Social intelligence is an aggregated measure of self- and social-awareness, evolved social beliefs and attitudes, and a capacity and appetite to manage complex social change.

Key components:-

- **Verbal Fluency and Conversational Skills:-**
 - The highly socially intelligent person can carry on conversations with a wide variety of people, and is tactful and appropriate in what is said. Combined, these represent what are called "social expressiveness skills."
- **Knowledge of Social Roles, Rules, and Scripts:-**
 - Socially intelligent individuals learn how to play various social roles. They are also well versed in the informal rules, or "norms," that govern social interaction.
- **Effective Listening Skills.** Socially intelligent persons are great listeners.
- **Understanding What Makes Other People Tick:-**
 - Great people watchers, individuals high in social intelligence attune themselves to what others are saying, and how they are behaving, in order to try to "read" what the other person is thinking or feeling.
- **Role Playing and Social Efficacy:-**
 - The socially intelligent person knows how to play different social roles allowing him or her to feel comfortable with all types of people.
- **Impression Management Skills:-**
 - **Persons** with SI are concerned with the impression they are making on others.

Q) While emotional intelligence is about the present, social intelligence is about the future. Comment. (250 words)

[Reference](#)

Directive word

comment- here we have to express our knowledge and understanding of the issue and form an overall opinion thereupon.

Key demand of the question

The question wants us to express our knowledge and understanding about emotional intelligence and social intelligence. It wants us to express our opinion as to how social intelligence is about the future and emotional intelligence is about the present.

Structure of the answer

Introduction– write a few introductory lines about the emotional intelligence and social intelligence. E.g Give a simple and brief definition of both the terms.

Body-

Discuss about the concept of emotional intelligence and how it is linked to the present. E.g

- *emotional intelligence as "...the ability to identify and manage your own emotions and the emotions of others." Emotional intelligence contains three competencies:*
- *Emotional awareness*
- *Applying emotions to processes such as problem-solving and thinking*
- *Emotion management implied as both being able to help control other people's' feelings as well as your own.*



- *emotional intelligence is more about the present, and thus more closely related to emotions and feelings.*
- *By reading someone's face, you can tell whether that person is happy, incredibly nervous before going into a job interview, or shy because that person happens to be in his or her own corner in the middle of a party.*

Discuss similarly about the concept of social intelligence and how it is linked to future.

Conclusion- *based on your discussion, form a fair and a balanced conclusion on the given issue.*

Answer:-

Emotional Intelligence refers to the capacity for recognising one's own feeling and those of others for managing emotions well in ourselves and in our relationships. **Emotional intelligence contains three competencies:**

- Emotional awareness
 - Applying emotions to processes such as problem-solving and thinking
 - Emotion management implied as both being able to help control other peoples' feelings as well as your own.
- **Emotional intelligence is more about the present, and thus more closely related to emotions and feelings.** By reading someone's face, you can tell whether that person is happy, incredibly nervous before going into a job interview, or shy because that person happens to be in his or her own corner in the middle of a party.
 - **Social intelligence is the ability to understand and deal with other persons.** Social intelligence is often more about the future. You are using the knowledge of the present to improve the future by finding the best pathway for you. Social intelligence is more about understanding the personalities and reactive behaviours of people to know how to best get along.
 - **Social intelligence includes an awareness of situations and the social dynamics that govern them,** and a knowledge of interaction styles and strategies that can help a person to achieve their objectives in dealing with others. It also involves a certain amount of self-insight and a consciousness of one's own perceptions and reaction patterns.
 - **Social intelligence came about so that people could survive, and it's about figuring out the best way for you to get along, and come out of a situation with a favourable outcome.** Even if you have the qualifications on paper, a lack of social intelligence could lead to strained or ruined relationships, as well as lost opportunities. As much as you would maybe like to be blunt with someone when giving feedback, you may try to edit your words to try to convey constructive criticism without putting your foot in your mouth.

So therefore EQ and SQ, combined with IQ, will be key to tap most strategic asset: **human ingenuity.**

Q) How can emotional intelligence help in improving the working of an organization. Discuss. (250 words)

Reference

Directive word

Discuss- this is an all-encompassing directive which mandates us to write in detail about the key demand of the question. we also have to discuss about the related and important aspects of the question in order to bring out a complete picture of the issue in hand.

Key demand of the question.

The question wants us to write in Detail about the concept of emotional intelligence and how it can improve working of an organisation.

Structure of the answer

Introduction- *write a few introductory lines about the concept of emotional intelligence. E.g give a simple definition of Emotional intelligence.*

Body-

Discuss in points how emotional intelligence can help in better functioning of an organisation. E.g



- **Recruitment.** EQ measurement is invaluable in selecting and recruiting “desirable, high-performance workers”
- **Predicting performance.** Some companies are blending IQ testing with scientific measurement of EQ to predict job performance and direct workers to jobs where they are most likely to succeed
- **Negotiation.** Whether you’re dealing with a trading partner, competitor, customer or colleague, being able to empathize and be creative in finding win-win solutions will consistently pay off
- **Performance management.** 360-degree feedback is a common tool for assessing EQ. Knowing how your self-perception compares with others’ views about your performance provides focus for career development and positive behavioural changes
- **Peer relationships.** Good networking skills are a staple of job effectiveness for the average worker. Networking has too often been associated with “using” other people, but a heightened EQ ensures a mutually beneficial approach to others.

Conclusion– based on your discussion, form a fair and a balanced conclusion on the given issue.

Background:-

- Emotional intelligence describes an ability, capacity, skill, or self-perceived ability to identify, assess, and manage the emotions of one’s self, of others, and of groups.
- Like its counterpart IQ, EQ can be tested, measured and incorporated into the work place in productive ways.

Some of the reasons why emotional intelligence can be the key to workplace success:

- Emotional intelligence can lead to better business decisions
- Emotionally intelligent employees are more likely to keep their cool under pressure
- Those with high EQ are better at resolving conflicts
- Emotionally intelligent leaders tend to have greater empathy
- Employees with high EQs are more likely to listen, reflect, and respond to constructive criticism
- Embracing the nuances of human emotion in the workplace can have pragmatic benefits, such as better collaboration among employees and a happier workplace.
- Employees with higher scores on measures of EQ also tend to be rated higher on measures of interpersonal functioning, leadership abilities, and stress management. Other studies have linked higher emotional intelligence with better job satisfaction as well as overall job performance.
- Since modern organizations always look to improve performance, they recognize that objective, measurable benefits can be derived from higher emotional intelligence.
- When emotional intelligence is high, organization members can understand the cause and effect relationship between emotions and events and plan effectively

Examples of using emotional intelligence in organisations are :-

- **Recruitment:-**
 - EQ measurement is invaluable in selecting and recruiting high performance workers.
- **Predicting performance :-**
 - Some companies are blending IQ testing with scientific measurement of EQ to predict job performance and direct workers to jobs where they are most likely to succeed.
- **Negotiation:-**
 - Whether you’re dealing with a trading partner, competitor, customer or colleague, being able to empathize and be creative in finding win-win solutions will consistently pay off
- **Performance management:-**
 - 360-degree feedback is a common tool for assessing EQ. Knowing how your self-perception compares with others’ views about your performance provides focus for career development and positive behavioural changes
- **Peer relationships:-**
 - Good networking skills are a staple of job effectiveness for the average worker. Networking has too often been associated with “using” other people, but a heightened EQ ensures a mutually beneficial approach to others.



Q) What can be done to cultivate emotional intelligence in workplace. Discuss. (250 words)

Reference

Directive word

Discuss- this is an all-encompassing directive which mandates us to write in detail about the key demand of the question. we also have to discuss about the related and important aspects of the question in order to bring out a complete picture of the issue in hand.

Key demand of the question.

The question wants us to Write in detail about how emotional intelligence can be cultivated and developed in a workplace. we have to be as descriptive and practical in our answer as possible.

Structure of the answer

Introduction– write a few introductory lines about the Emotional intelligence. E.g provide a brief definition of emotional intelligence and its importance.

Body-

Discuss in points as to how emotional intelligence can be cultivated at workplace. E.g

The four phases correspond to those of the development process, viz., preparation, training, transfer and maintenance, and evaluation. Each is important.

- *Assess the organization’s needs*
- *Assess the individual*
- *Deliver assessments with care*
- *Maximize learner choice*
- *Encourage people to participate*
- *Link learning goals to personal values*
- *Adjust expectations*
- *Gauge readiness;*
- *Foster a positive relationship between the trainers and learners*
- *Make change self-directed*
- *Set clear goals*
- *Break goals into manageable steps*
- *Provide opportunities to practice*
- *Monitor performance and give feedback*
- *Rely on experiential methods etc.*
- *Encourage use of skills on the job*
- *Develop an organizational culture that supports learning*

Conclusion– based on your discussion, form a fair and a balanced conclusion on the given issue.

Background:-

- Emotional intelligence was ranked sixth in the World Economic Forum’s list of the top 10 skills that employees will need to possess to thrive in the workplace of the future.
- Emotional intelligence describes an ability, capacity, skill, or self-perceived ability to identify, assess, and manage the emotions of one’s self, of others, and of groups.
- Emotional intelligence may be the missing link that unites conventional “can do” ability determinants of job performance with “will do” dispositional determinants.



- The interest in emotional intelligence in the workplace stems from the widespread recognition that these abilities self-awareness, self-management, empathy and social skill separate the most successful workers and leaders from the average.
- This is especially true in roles like the professions and higher level executives, where everyone is about as smart as everyone else, and how people manage themselves and their relationships gives the best and edge.

How to inculcate emotional intelligence in workplace :-

- Modern organizations now offer learning and development that is explicitly labelled as “emotional intelligence” or “**emotional competence**” training.
- In support, their leaders create and manage a working environment of flexibility, responsibility, standards, rewards, clarity, and commitment.
- **Implementing emotional intelligence training and overall culture in an organisation is done in four phases:**
- **Preparation:-**

- Assessing the organization’s needs
- Assessing personal strengths and limitations
- Providing feedback with care
- Maximizing learner choice
- Encouraging participation
- Linking learning **goals** to personal values
- Adjusting expectations
- Gauging readiness

- **Training:-**

Once the organisation has plans in place, Phase Two is where it should start training. It should plan on:

- Fostering a positive relationship between the trainer and the learner
- Maximizing self-directed change
- Setting clear goal
- Breaking those goals into manageable steps
- Maximizing opportunities to practice emotional intelligence
- Providing frequent feedback on that practice
- Relying on experiential, hands-on methods
- Building in support for your staff
- Using models of desirable behaviour
- Enhancing insight into emotions and thought patterns
- Preventing relapse by preparing people for mental slips

- **Transfer:-**

- Phase Three is all about transferring and maintaining the skills learned. Make sure you build in opportunities for:
 - Encouraging use of the skills learned on the job.
 - Providing an organizational culture that supports learning.
- **Evaluation**

- Finally, Phase Four is focused on evaluating the change that has come about from training. In this phase, the organisation should be:
- Conducting ongoing evaluation research.

Q) Explain the role of emotional intelligence in administration and governance ? (250 words)

Key demand of the question

The question expects us to explain what emotional intelligence is and how is it useful in administration and governance. We also need to discuss how can emotional intelligence concepts be better utilized in administration and governance.

Structure of the answer

Introduction – Explain what emotional intelligence is – Emotional intelligence is generally said to include three skills: emotional awareness; the ability to harness emotions and apply them to tasks



like thinking and problem solving; and the ability to manage emotions, which includes regulating your own emotions and of others.

Body

Discuss the role of emotional intelligence in governance

There are actions in the realm of governance which remains spontaneous, intuitive or experience based. A person with emotional intelligence will respond better in such situations.

Responsiveness to citizens must carry with it sensitivity and sympathy to public needs and demands and this means being aware of feelings and emotions. It also helps in managing emotional responses of the citizens.

During a conflict situation, the ability to manage emotions may be the only way out

Identifying emotions in faces, voices, postures, and other content during public management activities can help in giving a better response.

Emotions could be evoked to motivate others to get the task done.

Identifying emotions can also allow us to better evaluate the repercussions of our actions.

Give examples of some administrators who have employed emotional intelligence in governance and succeeded.

Conclusion – Summarize the importance of emotional intelligence in governance and administration.

Background:-

Emotional intelligence is an ability to understand and to problem that involves:

- Managing emotional responses of stakeholders in public sphere
- Understanding emotions and emotional meanings of others

Emotional intelligence in governance and administration :-

- **Emotional intelligence in administration can be used for the following ways :-**
 - Appraising emotions arising from situations.
 - Using emotions for reason based decisions and policy making.
 - Identifying emotions in faces, voices, postures, and other content during public management activities.
- **Recruitment:-**
 - EQ measurement is invaluable in selecting and recruiting high performance workers.
- **Predicting performance :-**
 - Some companies are blending IQ testing with scientific measurement of EQ to predict job performance and direct workers to jobs where they are most likely to succeed.
- **Negotiation:-**
 - Whether you're dealing with a trading partner, competitor, customer or colleague, being able to empathize and be creative in finding win-win solutions will consistently pay off
- **Performance management:-**
 - 360-degree feedback is a common tool for assessing EQ. Knowing how your self-perception compares with others' views about your performance provides focus for career development and positive behavioural changes
- **Peer relationships:-**
 - Good networking skills are a staple of job effectiveness for the average worker. Networking has too often been associated with "using" other people, but a heightened EQ ensures a mutually beneficial approach to others.
- **Social responsibility**
 - When a leader cares about others, he is not a centre of attention and keeps everyone in the loop by making their intentions known.
- **Stress tolerance**
 - To stay focused, stress should be managed and it involves own reactions to stress or the reactions of others to the stress.



- **Impulse control**
 - Independent people evaluate the alternatives and initiate the work by taking appropriate action by executing the right options. People who manage their impulses avoid being distracted and losing control of the situation.
- **Optimism**
 - Optimistic people have a target that they're aiming toward. These people are confident in their ability to carry out the required actions and meet the target by looking for successful solutions to problems.

Q) Explain the importance of emotional intelligence in workplaces. Explain how it differs from intelligence quotient. (250 words)

Key demand of the question

The question expects us to explain how emotional intelligence is important at workplaces and how the impact of intelligence quotient differs from emotional intelligence in general and particularly in workplaces.

Structure of the answer

Introduction – Explain that emotional intelligence is the ability to identify, evaluate and manage emotions of self and of others. Emotional importance helps a person to deal with adverse situations in a better way.

Body

Discuss the role of emotional intelligence in public places

- *Emotional intelligence is important at workplaces to build the social capital at work place by creating a positive work culture*
- *It's role in managing stress*
- *Interacting and working with a team with diverse people etc*

Discuss how EQ differs from IQ

- *IQ is assessment of an individual's cognitive and knowledge grasping ability. EQ differs from IQ in following aspects : While its easy to measure IQ of a person through standard tests, measuring EQ is difficult because numerous parameters are involved; Possession of high EQ is becoming more important nowadays than high IQ, because high IQ makes good task performers, but high EQ makes a person an efficient doer, manager, negotiator, leader etc.*

Conclusion – Summarize the role of emotional intelligence at workplaces.

Background:-

- Emotional intelligence describes an ability, capacity, skill, or self-perceived ability to identify, assess, and manage the emotions of one's self, of others, and of groups.
- Like it's counterpart IQ ,EQ can be tested ,measured and incorporated into the work place in productive ways.

Some of the reasons why emotional intelligence can be the key to workplace success:

- Emotional intelligence can lead to better business decisions
- Emotionally intelligent employees are more likely to keep their cool under pressure
- Those with high EQ are better at resolving conflicts
- Emotionally intelligent leaders tend to have greater empathy
- Employees with high EQs are more likely to listen, reflect, and respond to constructive criticism
- Embracing the nuances of human emotion in the workplace can have pragmatic benefits, such as better collaboration among employees and a happier workplace.
- Employees with higher scores on measures of EQ also tend to be rated higher on measures of interpersonal functioning, leadership abilities, and stress management. Other studies have linked higher emotional intelligence with better job satisfaction as well as overall job performance.
- Since modern organizations always look to improve performance, they recognize that objective, measurable benefits can be derived from higher emotional intelligence.



- When emotional intelligence is high, organization members can understand the cause and effect relationship between emotions and events and plan effectively .

Difference between emotional intelligence and intelligence quotient:-

Definition	Emotional Intelligence , or emotional quotient (EQ) , is defined as an individual’s ability to identify, evaluate, control, and express emotions.	IQ , or intelligence quotient , is score derived from one of several standardized tests designed to assess an individual’s intelligence.
Abilities	<ul style="list-style-type: none"> • Identify, evaluate, control and express emotions ones own emotions; perceive, and assess others’ emotions; use emotions to facilitate thinking, understand emotional meanings • People with high EQ usually make great leaders and team players because of their ability to understand, empathize, and connect with the people around them. 	Ability to learn, understand and apply information to skills, logical reasoning, word comprehension, math skills, abstract and spatial thinking, filter irrelevant information
Workplace success	EQ is a better indicator of success in the workplace and is used to identify leaders, good team players, and people who best work by themselves.	
Acquisition	It is learned and improved ability.	It is an inborn ability
Recognizes	Leaders, Captains, Managers and people with social challenges.	People with high intellect, common sense, mental challenges, etc.

TOPIC : Public/Civil service values and Ethics in Public administration: Status and problems; ethical concerns and dilemmas in government and private institutions; laws, rules, regulations and conscience as sources of ethical guidance; accountability and ethical governance; strengthening of ethical and moral values in governance; ethical issues in international relations and funding; corporate governance, Work Culture

Q) The real impediments to the fight against corruption are as much the interests of the politico-administrative apparatus as the fatalism and ignorance of the victims. Comment. (250 words)

Reference

Directive word

Comment- here we have to express our knowledge and understanding of the issue and form an overall opinion thereupon.

Key demand of the question.

The question wants us to express our knowledge and understanding of corruption and express our opinion within the context of the given statement.

Structure of the answer

Introduction– write a few introductory lines about the corruption, especially in India.

Body-

Discuss in points as to how corruption is a politico-administrative issue as well as an issue of ignorance of the citizens. E.g

- *Civil servants who refuse to toe the line are removed from office;*



- *similarly, businessmen who oppose it are penalised vis-à-vis their competitors.*
- *Furthermore, an image of the state has grown up over the years according to which the civil service, far from being a body that exists to implement the rights of citizens – rights that mirror their duties – is first and foremost perceived as the least risky way of getting rich quickly.*
- *All of which helps to make corruption seem normal.*
- *Public administration in developing countries is often bureaucratic and inefficient. And a large number of complex, restrictive regulations coupled with inadequate controls are characteristic of developing countries that corruption helps to get around.*
- *Bring out the importance of information and awareness about one's rights in controlling corruption etc.*

Conclusion– based on your discussion, form a fair and a balanced conclusion on the given issue.

Introduction:

India ranks 78 out of 180 countries in the “Corruption Perceptions Index 2018” prepared by global watchdog Transparency International. Not only has it held the economy back from reaching new heights, but rampant corruption has stunted the country’s development.

Body:

Corruption is a result of both politico-administrative issue as well as an issue of ignorance of the citizens.

Politico- administrative issue:

- **Lack of Political will:** Many politicians owe their careers and status to corruption and few of them, if any, will take a stand against it, either for fear of upsetting their own careers or the political status quo generally.
- **Use of black money in elections:** According to various studies, a Lok Sabha election candidate ends up spending at least 30 Cr. as against the legal limit of only Rs. 70 lakh. In the last 10 year the declared expenditure has increased by more than 400% for the LS elections while 69% of their income came from unknown sources.
- **Criminalization of politics:** More than 30% of the legislators in the country have pending criminal cases against them. When law breakers become the law makers, rule of law is the first casualty.
- **Excessive regulations:** Rules and regulations which hinder the smooth functioning of the system.
- **Complicated tax and licensing systems:** Taxation system which doesn’t follow the canons of taxation lead to non-compliance. Opacity in the licensing system bolstered with crony capitalism and nepotism.
- **Numerous government departments with opaque bureaucracy and discretionary powers:** Public administration in developing countries is often bureaucratic and inefficient.
- **Monopoly of government controlled institutions on certain goods and services delivery.** Example: Railways, PDS
- **Lack of transparent laws and processes:** Complex laws, delayed judicial processes adds to the woes.
- **Poor salaries to Bureaucrats:** low wages in the civil service encourage petty corruption, and the imbalance between the supply of, and demand for, public services likewise creates opportunities for corruption.
- **Colonial bureaucracy:** The bureaucracy essentially remains colonial in nature characterized by 19th century laws e.g. Police Act 1861, complex rules, wide discretion, secrecy, moral responsibility devoid of legal accountability and the ivory tower attitude

Ignorance of the citizens:

- **Poverty and Indebtedness:** High levels of poverty and indebtedness breeds corruption as they will be forced to pay bribes to get the basic services of education, health, food supply etc.
- **Failure of education system:** The value education has failed miserably in India to inculcate the value of empathy, compassion, integrity, equity etc. in the young generation. The lifestyle changes induced by the globalization have further degraded the moral fabric of the society. The low level of education found in underdeveloped countries maintains citizens in a state of ignorance of their rights, barring them from participating in political life.
- **Social discrimination:** The poor and marginalized due to their lack of awareness and high dependence on the state become the easy target of exploitation by corrupt officials



- **Changes in lifestyle:** Increasing shift towards individualization and materialism has led to increased penchant for a luxurious lifestyle. To earn more money people are willing to adopt even the unethical means with no consideration of others.

Way forward:

- **Strengthening the institutional and legislative framework** including the Prevention of Corruption Act, an independent Central Vigilance Commission, the Comptroller and Auditor General, the Judges (Inquiry) Act, the Lok Pal and Lok Ayukta Act 2013, Whistle Blowers Protection Act 2011, Prevention of Money /Laundering Act, Benami Transactions (Prohibition) Act which cover a number of areas of criminalization and bribery.
- **Accurate, publicly available information is essential.** Example: Implementation of Right to Information Act in its true letter and spirit.
- **E-governance initiatives:** e-gov apart from advancing the good governance objectives of accountability and transparency also seeks to reduce the manual interface between state and citizen thus preventing the incidences of bribery.
- **Citizen Charters and Public Service delivery and Grievance Redress Acts in states:** Many states like Karnataka (SAKALA initiative) and Rajasthan have enacted such acts to make bureaucracy legally accountable for delivering quality service within stipulate time periods. Bihar is the only state to have a Grievance Redress Act covering all departments.
- **Electoral reforms:** Banning the cash donation to political party and imposing limits on the overall expenditure of the political parties. Empowering ECI by giving legal force to MCC and making paid news a criminal offence
- **Bottom-up coalitions work, and work better than individual resistance.** Example: Anna Hazare movement – India against Corruption.
- **Social sanctions and economic incentives work better than legal action.** Example: Rewarding those who report corruption.

Q) What do you understand by the bureaucratic work culture and how can we deal with it. Discuss. (250 words)

Reference

Directive word

Discuss- this is an all-encompassing directive which mandates us to write in detail about the key demand of the question. we also have to discuss about the related and important aspects of the question in order to bring out a complete picture of the issue in hand.

Key demand of the question.

The question wants us to write in detail about the meaning and issues faced under a bureaucratic work culture and also write in detail as to how we can deal with the issues therein.

Structure of the answer

Introduction– write a few introductory lines about the work culture. E.g mention the meaning of work culture and highlight what signifies bureaucratic work culture.

Body-

Discuss the key issues and problems faced under a bureaucratic work culture. E.g lack of transparency; Seemingly Useless Policies; Lack of Decision-Making Ability; Endless Paperwork and Red Tape etc.

Discuss how can we solve those issues and problems. E.g There's really no guaranteed way to gain insight into your organisation's inner workings. So we need to regularly communicate with your supervisor and ask what he or she knows about certain situations; It helps us to accept (and enforce) rules better if we are able to get more information about those reasons; By setting the correct expectations with anyone involved, you'll eliminate the frustration that would have come with impossible or out of reach promises; rules and policies are there because they make it possible for business to run smoothly. They may be frustrating, but they're not going anywhere. But by adjusting the way you deal with the bureaucracy, you'll be able to more easily navigate the waters—and you'll make a big difference in your everyday work life etc.



Conclusion- based on your discussion, form a fair and a balanced conclusion on the given issue.

Introduction:

- A bureaucratic culture is a **hierarchical and formal organization** that has **several levels where tasks, authority and responsibilities are delegated between departments, offices or people**.
- This structure is held together by a central or main administration, and it has led to the development of modern civilization. A strict command and control structure is present at all times. Bureaucracies are meant to be **orderly, fair and highly efficient**.

Body:

The key issues and problems faced under a bureaucratic work culture are:

- **Structure of administration:**
 - Structure of administration that is created through the relative powers of these three streams of authority **promotes fragmentation, centralisation, and non-responsiveness** to local needs.
 - Bureaucracies are predictable and accountable, but these traits also make them **change-resistant**.
 - Bureaucratic environments are big on policies and procedures, and unfortunately, sometimes employees and even leaders forget to think for themselves.
- **Lack of Transparency:**
 - The lack of percolation of much of the information about organization's decisions.
 - Even personnel in supervisory roles are probably blindsided by unexpected announcements, new initiatives, and policy changes.
- **Coordinated action is very difficult:**
 - Departments have offices at different geographic units, and there is no accepted coordinator at all. This further **reduces the capacity of coordinated action and responsiveness to local needs**.
- **Lack of proper role and capacity building:**
 - Role of local governments tends to be unclear, resulting in conflict between political representatives and officials, which leads to further disempowerment.
 - The Indian bureaucracy is structured so that the **least skilled and lowest paid personnel** actually implement government programmes.
 - Success is unlikely if the person undertaking this task has poor understanding and skills.
- **Shortage of personnel:**
 - At the field level, there is an **acute shortage of personnel**. The availability of technical personnel is very patchy.
- **Focus on output and not on outcomes:**
 - Rigid departmental programmes frame all activities and officials define their roles in terms of implementing programmes rather than goals such as **reducing malnutrition**.
- **Failure of technology:**
 - Technology has also added to **centralisation by strengthening links** between the State departments and the field offices, rather than links between the field officials and the community.
 - **Endless Paperwork and Red Tapism** adds to failure of technology.
 - The basic flaws of **excessive centralisation and authoritarianism** have only been strengthened.
 - These problems are exacerbated by **widespread corruption**, which further reduces professionalism.

Way forward:

- Measures **to enhance accountability** to the community, such as the Right to Information Act, social audits, and public service guarantee acts in various States is necessary.
- Need for a **fresh perspective from the outside**—for example, bringing in a consultant who specializes in type of change with your type of organization—to encourage people to see that workable alternatives are possible.
- **Top-Down approach:** The bosses at the top should lead by example. Changes will automatically trickle down to the lowest level.
- An effective multi-generational team will work within an environment that doesn't intimidate and allows for ownership of the vision at all levels.
- The process of change within a bureaucracy to be slower than you might like. Create a phased implementation that the organization can digest change a little at a time.
- The changes will encounter some resistance, and it needs to be combated gradually through **constant and clear communication at all levels**.
- Make **technology employee-friendly**, increase their ease of use and educate employees about the advantages and benefits of how technology eases work.



- Transparent and objective performance assessment system to keep the staff motivated.
- Accountability towards decision making to be instilled in the organisation.
- **Social audits** need to be strengthened by educating and make people aware.
- During **policy formation and implementation, civil society members** should be consulted so that the measures should be taken properly.

Conclusion:

- Bureaucratic work culture is here to stay and the way forward is to bring in reforms to utilize it more effectively and efficiently.

Q) Highlight the findings of Uday Kotak committee on corporate governance and examine the ethical dilemma the proposed reforms bring for businesses ?(250 words)

[Livemint](#)

Why this question

The article discusses the recommendations of Uday Kotak committee on corporate governance and the impact that the implementation of the recommendations have had on the corporate sector in India and the ethical dilemmas that it presents before them. This question will be important for the corporate ethics of paper 4.

Key demand of the question

The question expects us to discuss the recommendations of the committee and thereafter, bring out what the impact of the reforms have been on corporate governance in India. Next, we need to discuss how the family run corporations in India are faced with certain ethical dilemmas and discuss the way forward.

Directive word

Examine – When you are asked to examine, you have to probe deeper into the topic, get into details, and find out the causes or implications if any .

Structure of the answer

Introduction – Highlight why corporate governance in India has been in focus because of certain scandals etc and how SEBI constituted the Uday Kotak committee.

Body

Discuss the recommendations of the committee

- Reduction in the maximum number of listed entity directorships from 10 to 8 by April 01, 2019 and to 7 by April 1, 2020
- Expanding the eligibility criteria for independent directors
- Enhanced role of the Audit Committee, Nomination and Remuneration Committee and Risk Management Committee
- Disclosures of auditor credentials, audit fee, reasons for resignation of auditors, etc.
- Disclosure of expertise/skills of directors
- Enhanced disclosure of related party transactions (RPTs) and related parties to be permitted to vote against RPTs
- Mandatory disclosure of consolidated quarterly results with effect from FY 2019-20
- Enhanced obligations on the listed entities with respect to subsidiaries

Discuss the reason why such reforms were necessitated and the impact that it's implementation have had on corporate governance.

Discuss the ethical dilemmas presented before family run businesses, higher level of accountability to stakeholders etc



Conclusion – Give your view and discuss way forward.

Introduction:

- Corporate governance is the **system of rules, practices and processes by which a firm is directed and controlled**. It essentially involves **balancing the interests of a company's many stakeholders**, such as **shareholders, management, customers, suppliers, financiers, government and the community**.
- A committee was set up chairmanship of Uday Kotak to recommend for improving standards concerning corporate governance of listed companies in India.

Body:

- There has been a significant rise in its importance, owing to very public, messy scandals in blue chip companies such as Satyam, as well as efforts by regulators to ensure strict investor and minority protection.

Committees in the past, such as those led by Kumar Mangalam Birla and N.R. Narayana Murthy, contributed to the process. The Kotak committee has extensively examined the current state and has made recommendations that will help improve governance and enhance investor confidence. It aims to break the nexus between promoters and their companies.

- **Independent Directors:** At least half of board members to be independent directors at listed companies, while all directors must attend at least half of board meets. Public shareholders' nod must be mandatory for non-executive directors over 75 years of age. more transparency on appointment of independent directors; wants them to play a more active role on the boards
- **Separation of the roles:** Roles of chairman and managing director at listed firms should be separated and chairmanship should be limited to only non- executive directors. Listed firms with more than 40% public shareholding should have separate roles of chairperson and MD/CEO with effect from April 1, 2020.
- **Minimum number of board of directors:** The Committee has proposed that now board of directors shall comprise not less than six directors. Appointment of female independent directors
- **Minimum number of board meetings:** The board shall meet at least 4-5 times a year, with a maximum time gap of one hundred and twenty days between any two meetings and at least once a year.
- **Minimum compensation and remuneration:** Top 500 listed entities by market capitalization shall pay compensation to each independent director as Rs 5 lakh per annum, whether through sitting fees or profit linked commissions.
- **Credit ratings:** Updated list of all credit ratings obtained by the listed entity must be made available at one place, which would be very helpful for investors and other stakeholders.
- Panel suggested no person to be appointed as alternate director for an independent director of a listed company

The ethical dilemma regarding the recommendations arises in case of board of a family business. In India, many family businesses have been inducting women from the promoter family into their business. Daughters, wives, sisters, sisters-in law etc. may not tick the box as being a suitable woman independent director, but can still be appointed as an executive director. Boards may face similar dilemmas between professionals and kinship.

Another significant change which will occur is the separation of the roles of the chairperson and CEO/MD for the top 500 listed companies. The chairperson, a non-executive director, can no longer be related to the MD or CEO as per the definition of "relative" under the Companies Act, 2013, leading to a conundrum in succession for family-run businesses.

The need of the hour is for families to start thinking about these changes and planning for their implementation.

Conclusion:

- Currently, India accounts **nearly 3% of world GDP and 2.5% of global stock market capitalisation – with 5,000 listed companies and more than 50 companies in the global Fortune list**.
- Uday Kotak committee recommendations hold importance in growing concerns for corporate governance. The recommendations of the Kotak committee will enhance transparency and effectiveness in the way boards of listed companies function.



Topic– Code of ethics and code of conduct

Q) Critically examine whether code of ethics should be made legally enforceable for politicians and civil servants in India ? (250 words)

Key demand of the question.

The question expects us to highlight the pros and cons of making code of ethics legally enforceable for ensuring probity in public life. Finally we need to provide our fair and balanced opinion and discuss way forward.

Directive word

Critically examine – When you are asked to examine, you have to probe deeper into the topic, get into details, and find out the causes or implications if any. When ‘critically’ is suffixed or prefixed to a directive, all you need to do is look at the good and bad of something and give a fair judgement.

Introduction – explain about what is meant by code of ethics – Code of ethics represents certain values and norms that standardise one’s behaviour in different aspects of life. It leads to morality in actions and thus ensures fairness and justice to all.

Body

Explain why making code of ethics legally enforceable would be beneficial by highlighting what kind of situation can be avoided

- Prevalence of corruption
- Lack of probity in public life
- Horse trading, defections often show lack of integrity and organizational ethics. Officials taking prejudiced decisions or favouring a ideology while discharging official duties

Discuss the relevance of code of ethics

- It helps one in situations of dilemma. One may follow the code and function ethically.
- Sets benchmark for appropriate behavior. Provides a framework for reference in case discretionary powers are to be used.
- The relevance is more in present society where values and ethics are on decline either seemingly because of greater awareness or in reality

Discuss the limitations

- A law will have limited utility, improvement of morals is required
- Add to litigation
- Not possible to define everything in a code, loopholes will be there etc

Conclusion – give your view and discuss way forward by talking about the recommendations of 2nd ARC

Introduction:

Code of ethics is a written set of rules issued by an organization to its workforces and management to help them conduct their actions in accordance with its primary values and ethical standards.

Body:

Relevance of Code of ethics:

- Code of ethics defines the minimum requirements for conduct, and behavioural expectations instead of specific activities.
- Example: if an organization is committed to protecting the environment and “being green”, the Code of Ethics will state that there is an expectation for any employee faced with a problem, to choose the most “green” solution.
- When faced with ethical dilemmas or debatable situations, what’s articulated in the Code of Ethics can help guide decision making.



- Sets benchmark for appropriate behaviour. Provides a framework for reference in case discretionary powers are to be used.
- Code of Ethics regulates the judgment of the organisation and is publicly available.
- The relevance is more in present society where values and ethics are on decline either seemingly because of greater awareness or in reality

Making code of ethics legally enforceable would be beneficial because

- Code of ethics acts as a moral compass during decision making.
- Huge Prevalence of corruption and Lack of probity in public life can be reduced.
- Horse trading, defections often show lack of integrity and organizational ethics.
- Officials taking prejudiced decisions or favouring a ideology while discharging official duties will affect the socio-economic justice as envisaged by our Constitution.
- It increases the accountability and transparency of the officers and politicians in their work.
- Helps to curb the politician- bureaucrat nexus which leads to favouritism, crony-capitalism, conflicts of interest.

However, the limitations of Code of ethics are:

- A forced code of ethics will have limited utility as there is a need for improvement of morals, bring in a behavioural change in the officials and politicians
- Non-compliance of code of conduct derived from Code of Ethics can add to litigations and burden the already judiciary.
- Not possible to define everything in a code as the scope is too vast leading to ambiguous situations.

Way forward:

- The 2nd Administrative Reforms Commission (ARC) had proposed the inclusion of a **Public Service Code in the draft Public Service Bill, 2007.**
- The commission outlines the desirable qualities that make the civil services efficient. They include impartiality, integrity, dedication to public service, political neutrality, adherence to the highest standards of probity, objectivity, empathy for the weaker section of the public.
- It highlighted that efforts made by individuals in leadership positions in organization to inculcate these values in within the organization can make a difference.
- The Public Service code would facilitate the employees to discharge their official duties with competence and accountability, care and diligence, honesty , without discrimination and in accordance with law
- The statutory backing through Civil Services bill to the Code of Ethics would guide the civil servants towards behaviours, choices and actions that benefit the community.

Conclusion:

- In a democracy, all persons holding authority derive it from the people. All public functionaries are trustees of the people. Thus, a code of ethics must be present, however the legal enforcement is a topic which must be well deliberated before implementation.

Q) Code of ethics is not a solution for the problems of any organisation, and can on the contrary make things worse. Comment. (250 words)

Reference

Directive word

Comment- here we have to express our knowledge and understanding of the issue and form an overall opinion thereupon.

Key demand of the question.

The question wants us to express our knowledge and understanding of the code of ethics and form an opinion as to why/ why not the code of ethics is sufficient for an organisation and what problems it could create for an entity.



Structure of the answer

Introduction– write a few introductory lines about the Code of ethics. E.g write a simple definition of the term.

Body-

Discuss briefly the advantages of having a code of conduct. E.g it motivates and guides employees to behave ethically; provides a moral direction and purpose to the organisation; helps build standards and is useful in decision making etc.

Discuss why it is not sufficient and what problems could possibly arise because of the code of ethics. E.g Codes of ethics need a strong institutional backing to function effectively. Without a positive culture of support, they can be useless; The very idea of parcelling ethics into a formal 'code' is also dangerous, if it leads to the attitude that ethics itself is just some separate part of life and of activities; it's not; there is a background assumption that ethics can be fully articulated, and not only that, articulated well enough to be distilled into a set of instructions and recommendations that can be understood by a variety of people working within an institutional context etc.

Conclusion- based on your discussion, form a fair and a balanced conclusion on the given issue.

Introduction:

- Code of ethics is a written set of rules issued by an organization to its workforces and management to help them conduct their actions in accordance with its primary values and ethical standards.

Body:

The advantages of having a code of Ethics:

- Code of ethics defines the minimum requirements for conduct, and behavioural expectations instead of specific activities.
- Example: if an organization is committed to protecting the environment and “being green”, the Code of Ethics will state that there is an expectation for any employee faced with a problem, to choose the most “green” solution.
- When faced with ethical dilemmas or debatable situations, what’s articulated in the Code of Ethics can help guide decision making.
- Sets benchmark for appropriate behaviour. Provides a framework for reference in case discretionary powers are to be used.
- Code of Ethics regulates the judgment of the organisation and is publicly available.
- The relevance is more in present society where values and ethics are on decline either seemingly because of greater awareness or in reality
- Code of ethics acts as a moral compass during decision making.
- Huge Prevalence of corruption and Lack of probity in public life can be reduced.
- Officials taking prejudiced decisions or favouring a ideology while discharging official duties will affect the socio-economic justice as envisaged by our Constitution.
- It increases the accountability and transparency of the officers and politicians in their work.
- Helps to curb the politician- bureaucrat nexus which leads to favouritism, crony-capitalism, conflicts of interest.

However, the presence of Code of ethics can make it worse too:

- Codes of ethics need a **strong institutional backing** to function effectively. Without a positive culture of support, they can be useless
- A forced code of ethics will have **limited utility** as there is a need for improvement of morals, bring in a behavioural changes in individuals.
- **Non-compliance of code of conduct** derived from Code of Ethics can add to litigations and **burden the already judiciary.**
- **Not possible to define everything in a code** as the scope is too vast leading to ambiguous situations.
- The very idea of parcelling ethics into a formal 'code' is also dangerous, if it leads to the attitude that ethics itself is just some separate part of life and of activities

Way forward:

- The **2nd Administrative Reforms Commission (ARC)** had proposed the inclusion of a **Public Service Code in the draft Public Service Bill, 2007.**



- The commission outlines the **desirable qualities that make the civil services efficient**. They include impartiality, integrity, dedication to public service, political neutrality, adherence to the highest standards of probity, objectivity, empathy for the weaker section of the public.
- It highlighted that efforts made by individuals in leadership positions in organization to inculcate these values in within the organization can make a difference.
- The **Public Service code** would facilitate the employees to discharge their official duties with competence and accountability, care and diligence, honesty , without discrimination and in accordance with law
- The statutory backing through Civil Services bill to the Code of Ethics would guide the civil servants towards behaviours, choices and actions that benefit the community.

Conclusion:

Codes of ethics needs to be developed, in the light of newly discovered facts, broader policy and legal changes, developments in technology, and in line with evolving nuance in understandings of ethics. One way of understanding the need to develop and refine codes of ethics for institutions can be explained simply by considering institutions and bodies as individual persons.

Topic-Citizen's Charters

Q) Primarily an adaptation of the UK model, the Indian Citizen's Charter has certain essential elements and an additional component of expectations from the clients.

Discuss. (250 words)

[Insightsonindia](http://www.insightsonindia.com)

Directive word

Discuss- this is an all-encompassing directive which mandates us to write in detail about the key demand of the question. we also have to discuss about the related and important aspects of the question in order to bring out a complete picture of the issue in hand.

Key demand of the question

The question wants us to write in detail about the essential elements of a Citizen's Charter and also how it is different from the primary UK model from which it has been adopted.

Structure of the answer

Introduction– write a few introductory lines about the Citizen's Charter. E.g Department of Administrative Reforms and Public Grievances in Government of India (DARPG) initiated the task of coordinating, formulating and operationalising Citizen's Charters.

Body-

Discuss the essential elements of a Citizen's Charter in India. E.g

(i) Vision and Mission Statement; (ii) Details of business transacted by the organisation; (iii) Details of clients; (iv) Details of services provided to each client group; (v) Details of grievance redress mechanism and how to access it; and (vi) Expectations from the clients.

Discuss the additional components vis a vis the UK model. E.g

- *Involvement of consumer organisations, citizen groups, and other stakeholders in the formulation of the Citizen's Charter is emphasised to ensure that the Citizen's Charter meets the needs of the users.*
- *Regular monitoring, review and evaluation of the Charters, both internally and through external agencies, are enjoined.*

Conclusion– based on your discussion, form a fair and a balanced conclusion on the given issue.

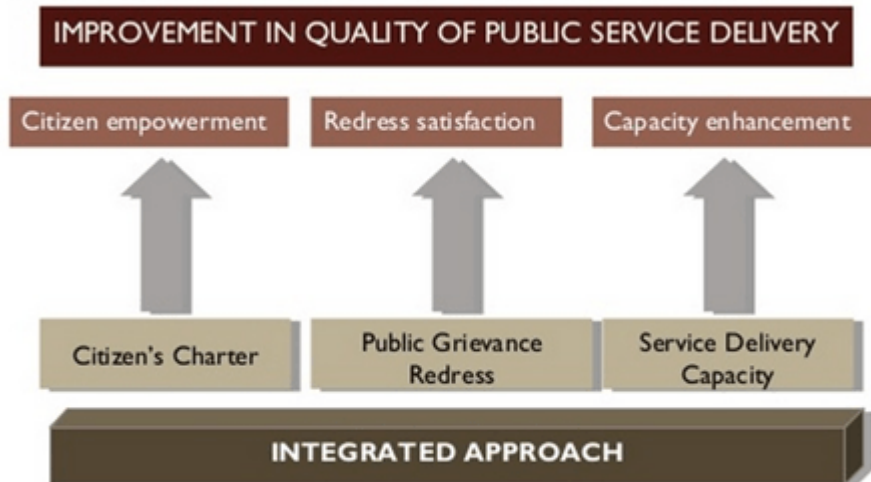
Introduction:

A Citizens' Charter represents the commitment of the Organisation towards standard, quality and time frame of service delivery, grievance redress mechanism, transparency and accountability. The concept of Citizens Charter enshrines the trust between the service provider and its users.

Department of Administrative Reforms and Public Grievances in Government of India (DARPG) initiated the task of coordinating, formulating and operationalising Citizen's Charters.

**Body:**

The basic objective of the Citizens Charter is to empower the citizen in relation to public service delivery.



The essential elements of a Citizen's Charter in India are:

- Vision and Mission Statement
- Details of business transacted by the organization
- Details of clients
- Details of services provided to each client group
- Details of grievance redress mechanism and how to access it
- Expectations from the clients.

India took the cue from UK for the citizen's charter. However, the Indian model has additional components vis-à-vis the UK model.

- **Citizen-Centric:** Expectations from the clients or in other words 'obligations of the users'.
- **People-Participation:** Involvement of consumer organisations, citizen groups, and other stakeholders in the formulation of the Citizens' Charter is emphasised to ensure that the Citizens' Charter meets the needs of the users.
- **Continuous Improvement:** Regular monitoring, review and evaluation of the Charters, both internally and through external agencies, are enjoined.
- Charters were required to include standards of service and time limits that the public can reasonably expect, avenues of grievance redress and a provision for independent scrutiny with the involvement of citizen and consumer groups.

Conclusion:

- Citizen's Charter is playing a prominent part in ensuring "minimum govt & maximum governance", changing the nature of charters from non-justiciable to justiciable & adopting penalty measures that will make it more efficient & citizen friendly.

Q) Designing Citizen's Charter is necessary but it also important to ensure that they are meaningful. How can you ensure as an administrator to make Citizen's Charter a success. Discuss. (250 words)

[Insightsonindia](http://www.insightsonindia.com)

Directive word

Discuss- this is an all-encompassing directive which mandates us to write in detail about the key demand of the question. we also have to discuss about the related and important aspects of the question in order to bring out a complete picture of the issue in hand.

Key demand of the question.

The question wants us to write in detail as to how after framing a Citizen's Charter, we can ensure that it is successfully implemented.

Structure of the answer



Introduction– write a few introductory lines about the Citizen’s charter. E.g mention the purpose of having a Citizen’s Charter.

Body-

Discuss in points as to what should be done to ensure that Citizen’s Charter is successfully implemented. E.g

- *Creating guarantees and redress policies*
- *Building service standards into your performance management system*
- *Publicizing and comparing performance against the standards*
- *Creating awards for meeting tough customer service standards*
- *Involve customers in the creation of guarantees, standards, redress policies, complaint systems, and customer service agreements.*
- *Educate customers about your services, so they will have realistic notions of what is possible and will understand their own responsibilities.*
- *Involve frontline employees in creating standards and other tools – and in figuring out how to meet them – to help them buy in etc.*

Conclusion– based on your discussion, form a fair and a balanced conclusion on the given issue.

Introduction:

The main objective of the exercise to issue the Citizen’s Charter of an organisation is to **improve the quality of public services**. This is done by letting people know the mandate of the concerned Ministry/ Department/ Organisation, how one can get in touch with its officials, what to expect by way of services and how to seek a remedy if something goes wrong. The Citizen’s Charter **does not by itself create new legal rights**, but it surely **helps in enforcing existing rights**.

Body:

The citizen’s charter can be made a success by following

- Creating guarantees and redress policies.
- Building service standards into your performance management system.
- Publicizing and comparing performance against the standards.
- Creating awards for meeting tough customer service standards.
- Involving customers in the creation of guarantees, standards, redress policies, complaint systems, and customer service agreements: It is prudent not to assume what the customer wants. Customer surveys are useful here, but face-to-face contact with customers is even more
- Educate customers about your services, so they will have realistic notions of what is possible and will understand their own responsibilities: Often services won’t work unless customers uphold their end of the deal. **Example:** tax agencies can’t send speedy refunds if taxpayers don’t fill out their returns completely and accurately.
- Keep pressure on from outside the organization to create meaningful guarantees, standards, redress policies and complaint systems:
Most organizations won’t be able to accomplish both setting meaningful standards and fulfilling the
- Create an outside review process to approve guarantees, standards, redress policies, complaint systems, and the performance measurement processes associated with them.
- Publicize your standards, guarantees, redress policies, complaint systems, and results:
If people don’t know about these policies, they will have far less effect than they should. **Example:** the U.S. Postal Service has publicized its first-class-on-time delivery standards (three days within the continental, one day locally) and reported quarterly on its performance.
- Involve frontline employees in creating standards and other tools – and in figuring out how to meet them – to help them buy in.

Conclusion:

- Thus, it is imperative to develop citizen’s charter which is **citizen-centric, people-participative** for them to be successful. This will ensure that the guidelines are set for better service delivery by the government.

